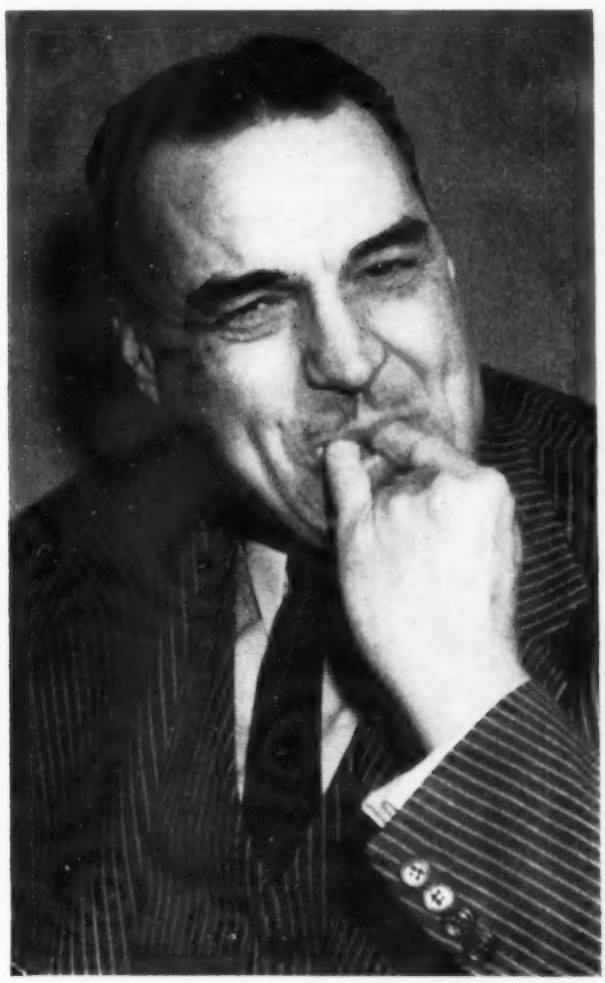
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JUN 19 1947

SALES MANAGEMENT



GENE FLACK, Sunshine Biscuit's advertising chief, has a new sounding board. He's president, National Federation of Sales Executives.

SALESMANSHIP AS A PROFESSION

SEE PAGE 81

TWENTY-FIVE CENTS

A BILL BROTHERS PUBLICATION

JUNE 15, 1947



WHEN A WOMAN SHOPS

When a woman shops
and ponders pleasantly
about the midriff
and the uplift...
her sights are far beyond
that little fluff of fabric,
cunningly fashioned,
that she is buying—
for, don't you see—



SHE HAS A PICTURE IN HER MIND

She has a picture
in her mind
of loveliness and glamour
most pleasing to see
under the summer sun—
a picture she dreamed of
as *hers* that day
she saw it first
in her favorite magazine



YOU'RE IN THE PICTURE WHEN YOU'RE IN McCall's

McCall's editors
know how to implant
these mental pictures
that so compellingly
send women in more than
3,500,000 homes
off on *buying* expeditions!
McCall's Magazine, Adv. Dept.,
444 Madison Ave., New York 22



● Students besiege Cartoonist Walt Ditzen, creator of the comic "Three Squares". His nimble fingers created sample cartoons which had the onlookers scrambling for them as souvenirs. He was but one of 44 speakers who made the day memorable for 1,700 students of Detroit's schools.

44 FREE PRESS WRITERS "TEACH" 1,700 HIGH SCHOOL JOURNALISTS

WE BROUGHT 1,700 of Detroit's high school and college student journalists together on May 2nd for two reasons: (both of them selfish probably). We wanted to get them better acquainted with the men and women who make The Detroit Free Press. We believe these young people, with their families, will be better "markets" for advertised merchandise in the months just ahead because they came, looked and listened to 44 of the men and women who produce the Detroit Free Press for more than 400,000 Detroit and Michigan homes.

The Detroit Free Press

JOHN S. KNIGHT, PUBLISHER

Sales MANAGEMENT

THE MAGAZINE OF MODERN MARKETING

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Rath Packing Company—Black Hawk Meats

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Bissell Carpet Sweeper Company—Bissell Carpet Sweepers
Simmons Company—Beautyrest
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HOUSEHOLD APPLIANCES

General Electric Company—Refrigerators, Ranges, Home Laundry Equipment, Dishwashers, Vacuum Cleaners, Irons, Clocks, Automatic Blankets, and other Home Appliances
Motor Wheel Corporation—Duo-Therm Fuel Oil Appliances

LIFE INSURANCE

Metropolitan Life Insurance Company
The Travelers Insurance Company

LAUNDRY PRODUCTS

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METALS

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PUBLISHERS

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SOAP

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Chester H. Roth Co., Inc.—Men's Hosiery

TRANSPORTATION

The Pullman Company

YOUNG & RUBICAM, Inc.

ADVERTISING · *NEW YORK CHICAGO SAN FRANCISCO DETROIT HOLLYWOOD MONTREAL TORONTO MEXICO CITY LONDON*

The Human Side

"DEAR MISS B . . . CAN YOU . . .?"

Would you care to know what are your chances for hatching Mongolian Pheasant eggs? We know a lady who can tell you. Meet Laura Bankhead (of the Midwestern branch of the family and consequently no relation to Tallulah) who is director of Information of The Grolier Society, world's largest publishers of reference books, most famous of which are The Book of Knowledge and the Encyclopedia Americana. Anyone who buys one or both is automatically a member of The Grolier Society with the privilege of asking Miss Bankhead 100 questions which she guarantees to answer. The gent who wanted to know about the Mongolian Pheasants and eggs thereof is no myth. We saw his letter.

Fifteen years ago Miss B. came to Grolier as an assistant to Ellen McLoughlin who is now Editor of The B of K. By knowing all the answers—or rather being able to find experts who know them—she now sits in the Director's seat and has a large staff of researchers who are constantly to be found with their heads in filing cabinets, happily increasing someone else's knowledge. Laura inhabits a room whose walls are lined with bookcases, which, in turn, are lined with books, magazines, pamphlets, periodicals. If the answer to a question asked by a member is not to be found in the files, chances are Laura can haul down a book from her shelves and find it. If it isn't in the files or in her books, she turns libraries, research organizations and universities upside down until she can come up with the $64 answer.



THAT PLEASED MIEN . . . indicates that Laura Bankhead, who heads up the Information Bureau of The Grolier Society, has cudgeled her brains, files and the Public Library and come up with another answer. Waiter! A coke for the lady.

When a person buys The Book of Knowledge he is given 100 coupons. These entitle him to ask 100 questions, one at a time over a period of years, or all in one fell swoop if he has a consuming ignorance and a thirst for knowledge. No one, in Miss Bankhead's time at least, has ever been so rash as to use up all his coupons at one time however.

Since most queries are from kids who use The B of K to supplement their text books, Grolier uses an over-all picture of the questions they ask to keep The Book of Knowledge up to date. A question, asked over and over by writers-in, provided it is not already in the book, is almost sure to get into the next edition.

Anyone, including business and industry, who belongs to The Grolier Society is privileged to shoot in a query. Miss Bankhead draws the line at offering financial, legal or medical advice, but anything else she, together with her staff, can and does answer. Many people utilize the Bureau when they require technical information or answers from lofty sources. Where an individual might have trouble in garnering such info, the prestige of The Grolier Society can often elicit a reply.

Does The Bureau get many requests for information? Definitely "yes." During the first five months of this year Bankhead estimates they've answered 15,000 questions. Naturally some of them are small fry who would rather write a post card than cull The Book of Knowledge. Miss B. takes this as a God-given opportunity to lead the strayer to knowledge. She tells them where they can find the answer to the question and lets them look it up for themselves. The correspondence resumes when they demand additional or special information. Never let it be said that Bankhead encourages slack moral fiber in the Flower of the Nation.

Bankhead gets interested in her Constant Writers. For some of them she could write a biography, she says. The questions people ask over a period of years are dead give-aways. Take, for example, the case of the Struggling Young Teacher. Ten years ago he wanted information which indicated he was working for his M.A. Later the questions took a turn which indicated he was now a school principal. Then one fine day Miss B. realized he had fallen in love . . .

He wanted information on Wedding Etiquette. Later he wanted to know where he could bone up on Child Pyschology. It was a bitter day for Laura Bankhead when he wrote for Divorce Laws. She thinks he's finding his return to single-blessedness a bore instead of a boon. For he's the gentleman who wanted to know about the Pheasant Eggs.

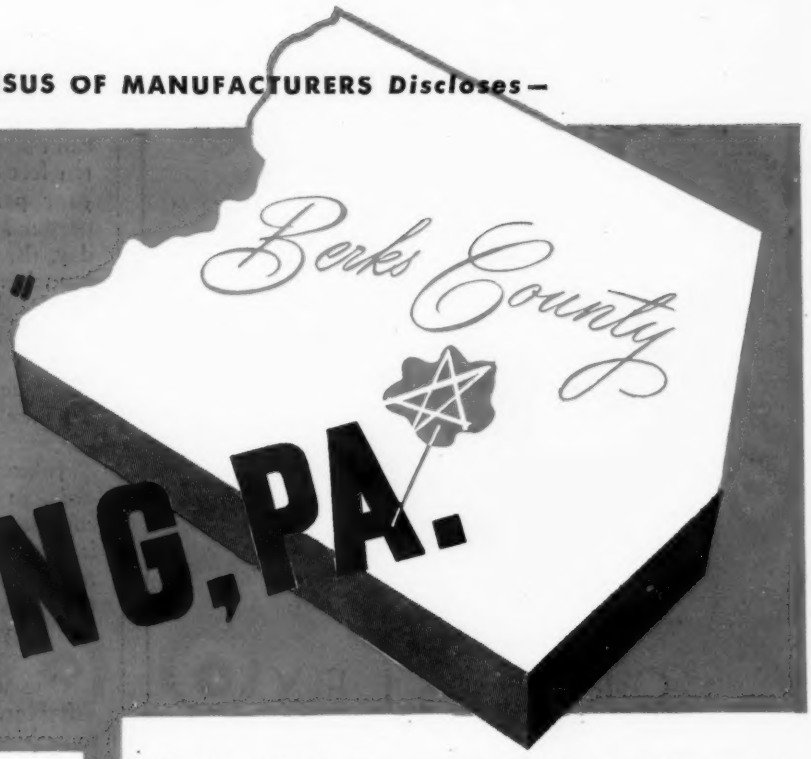
HOW TO PUNISH NEIGHBORS

It's no longer necessary to spend all your time in Joe's Bar simply because you vibrate to the carnivalesque juke box Joe keeps bouncing in the corner. Maybe you don't like the noise the thing makes anyway; maybe you just

MILL & FACTORY'S CENSUS OF MANUFACTURERS *Discloses—*



"Many Missing Noses" in READING, PA.



READING, PA. INDUSTRIAL MARKET
...as of January, 1947

	Worthwhile Plants	No. Receiving M. & F.	No. Copies M. & F.
Rated over $1,000,000	22	All	29
$750,000 to 1,000,000	6	All	10
500,000 to 750,000	8	All	12
200,000 to 500,000	14	All	17
75,000 to 200,000	6	All	8
*Unrated	?	15	18
TOTAL	56	71	94**

*Unrated group in above table consists of branch plants of large companies, or other plants, which though unrated by Dun, are substantial buyers.
**Recent surveys show each copy of *Mill & Factory* is read by 5 or 6 plant executives.

● The *Mill & Factory* "nose count" of worthwhile plants in the Reading, Pa., industrial area reveals a startling fact... manufacturing employment in 1946 was 25% *lower than 1939.*

From a rank of 24 in manufacturing employment, the Reading area will probably fall below the top 33 areas of the country. While there is a shortage of skilled workers and the employment drop may prove temporary, you will want to send for the new report which carries reliable facts about today's situation in the Reading area.

WHY YOU CAN RELY ON THE M & F CENSUS in judging Markets and Circulation

Mill & Factory gathers its facts from the "inside" of industry. Only *Mill & Factory* is in a practical position to do this. It is the only general industrial magazine having a long-established cooperating relationship with informed men in every significant trading area.

THESE MEN DO NOT NEED TO GUESS!

They are the 1535 salesmen of 135 important local industrial distributors cooperating in the mutually beneficial *Mill & Factory Plan,* and they KNOW the answers. They KNOW exactly which plants, and how many, are worthwhile . . . KNOW what men have buying authority and influence . . . KNOW within a few days when men move up, down, in, or out. And, these salesmen notify *Mill & Factory* of changes at once for a selfish reason. They make sure to designate only real buying factors to get *Mill & Factory,* because distributors pay for every copy!

What an assurance of all-working circulation this *Mill & Factory Plan and Census* gives an advertiser!

These Reports Ready Now—

RHODE ISLAND (State)
CONNECTICUT (State); and separate area reports on Bridgeport (Fairfield Co.), Hartford (Hartford County)
WORCESTER (Worcester County, Mass.)
BUFFALO (Erie-Niagara Counties, N. Y.)
SYRACUSE (Onondaga County, N. Y.)
ROCHESTER (Monroe County, N. Y.)
ERIE (Erie County, Pa.)
READING (Berks County, Pa.)
YORK (York County, Pa.)
LANCASTER (Lancaster County, Pa.)
ALLENTOWN-BETHLEHEM (Lehigh-Northampton Counties, Pa.)
PITTSBURGH (Allegheny County, Pa.)
DELAWARE (State)
MARYLAND (State) and separate area report on Baltimore (City and County)
OHIO (State) and separate area reports on Cincinnati (Butler-Hamilton Counties, Ohio and Campbell-Kenton Counties, Ky.); Cleveland (Cuyahoga County); Akron (Summit County); Canton (Stark County); Dayton (Montgomery County); Toledo (Lucas County); Youngstown (Mahoning and Trumbull Counties, Ohio, Larrence and Mercer Counties, Pa.)
MICHIGAN (State) and separate area report on Detroit (Wayne-Oakland Counties); Grand Rapids (Kent County)
MINNESOTA (State)
INDIANAPOLIS (Marion County, Ind.)
ST. LOUIS (St. Louis County, Mo. and St. Clair-Madison Counties, Ill.)
COLORADO (State)

Write for all of these area reports and others to be available soon. Conover-Mast Corporation, 205 E. 42nd St., New York 17; 333 No. Michigan Ave., Chicago 1; Leader Bldg., Cleveland 14; Forrest C. Pearson, 5670 Wilshire Blvd., Los Angeles 36.

MILL & FACTORY
INDUSTRY'S KNOW HOW MAGAZINE
of Management, Maintenance and Production
A Conover-Mast Publication

For Over Twenty-One Years

A Leader In

PUBLIC ATTITUDE

REPORTING

CROSSLEY
INCORPORATED

4 Mercer St.
Princeton, N. J.

330 West 42nd St.
New York City

CONSUMER ATTITUDES
MARKET POTENTIALS
MEDIA RESEARCH
DISTRIBUTION STUDIES
SALES ANALYSIS
PRODUCT ANALYSIS
PUBLIC RELATIONS RESEARCH

THE CROSSLEY POLL IN ELECTION YEARS

Syndicated to 132 Newspapers in 1944

	Estimated	*Actual*
Total vote	48.4 millions	48.0 millions
Roosevelt vote	25.2 millions	25.6 millions

happen to like those pretty red and green neon lights which gird the 300-pound dispenser of tinned symphonies. Or it could be that you're a reformed slot machine player who is gratified when you insert a nickel in the slot and something comes out. On the other hand maybe you can't stand the things; wild horses couldn't get you within ten feet of one, much less insinuate it into the sanctity of your parlor. We're merely pointing out that if your personal frailty is juke boxes you can *rent* one. By the day, the week or the month, from the Rent-a-juke people, branches opening soon in most cities.

Anyone desiring loud clamor or soft music for any special occasion—wedding, chistening, teensters' dance, barbecue, or even a funeral (It's happened!)—can get his juke and pronto. Rental is usually $15 a day.

Jukes will be delivered, with a selected supply of records, to homes, lodges, hotel rooms, basements, summer cottages or where-will-you-have-it. If you want one that is not too giddy some phono operators have toned-down models. Usually, but not if you'd rather not, the coin mechanism is removed so that you can play and play and play at no added cost.

One woman not long ago left a written request that soft Hawaiian music be played at her funeral. It created something of a problem. The local juke-box man solved it by trundling a juke box to the funeral parlor.

Rent-a-juke men have serviced Italian street dances, Polish weddings, Greek dancing parties, and Irish parties where the jig was the piece de resistance. They've delivered 300 pound juke boxes to rumpus room parties for high school and college students. They've been brought in for weddings and wedding anniversaries.

The organizers of this new angle to the juke box business have more than 10,000 records, classified and tagged, under such headings as: patriotic, boogie, barbershop, rhumba, marches, waltzes, football, Christmas and so on. Juke men say that with this scheme a whole new field is opening for them. One was recently used for the christening of a deep-sea fishing boat.

The operator usually sets up for business with ten or fifteen juke boxes tagged for rental. He prides himself on making delivery on short notice. If you have only small space . . . there's a pint-sized model that can be moved in. The big ones usually come by truck. Wanna juke box for a night?

INSIGNIFICANT SHORT

It had to happen . . . Some 38 people (figure dubious) have already parodied The Man of Distinction advertisement to (A) rent an apartment, (B) insult their father-in-law, (C) panic easily-amused friends at Yuletide . . . Now, with the special and whole-hearted permission of Calvert Distillers Corp., they've made a greeting card for a M of D . . . Norcross Inc. got there first and we're not sure, having had a gander at the card, that Calvert isn't getting more than it reckoned for. The drawing on the card depicts a character in gorgeous Technicolor (obviously not supervised by Natalie Kalmus), latching on to a long, tall one. . . Inside, the message is dedicated to ". . . . a man of distinction . . . so high-classed and refined . . . the wish is of ancient vintage and in the best of taste." And who's to say that your Man of Distinction isn't as distinguished as those who hoist the bottle for Calvert?

Over a period of 35 years, three young women have been given the title MISS SPOKANE.

Each was chosen to personify the traditions, youth and beauty of this modern western city. On special occasions MISS SPOKANE dons the garb of an Indian Princess as a memento of the days when the Redskins traded with the district's first settlers near Spokane Falls.

The first two Miss Spokanes passed their scepters on to successors when they married.

The third MISS SPOKANE assumes her title as a glorious new chapter is begun for a city that was just a trading post a century ago.



CATHERINE BETTS
Second "Miss Spokane" Given Title in 1939



MARGARET MOTIE
First "Miss Spokane" Given Title in 1912.

As she travels through Spokane's Inland Empire, MISS SPOKANE will note great new industries added to the older resources of Agriculture, Mining and Lumbering. Plants that produce and fabricate aluminum and other products. Canneries and other food-processing plants that utilize the region's berries, fruits and vegetables.

West of Spokane she will see work going forward rapidly to create a new farm empire in the Columbia Basin where a million acres will some day respond to the magic of a great river's waters. She will learn of plans for other great projects that spell abundance for thousands of new settlers.

Today, Miss Spokane's realm supports 796,000 people—produces over a billion dollars in new wealth annually, yet faces a future of still greater promise and prosperity.

THE SPOKESMAN-REVIEW

MORNING SUNDAY

Spokane Daily Chronicle

EVENING

SPOKANE, WASHINGTON

COMBINED DAILY CIRCULATION OVER 144,000 . . . 81.24% UNduplicated

Advertising Representatives: John B. Woodward, Inc., New York, Chicago, Detroit, Los Angeles, San Francisco
Color Representatives: SUNDAY SPOKESMAN-REVIEW Comic Section: Metropolitan Group

PAVE THE WAY...
WITH DIRECT ADVERTISING!



Let our experts help you smooth the road to those hard-to-get-at customers. Take the direct route—use specially designed letters, folders, brochures, catalogs, etc., to track down those elusive prospects. AHREND will handle all the details for you. Our service includes: planning, surveys, copy, art, printing, addressing and mailing.

Act today. For free consultation,

call MU 4-3411

D. H. AHREND CO.
Creative Direct Advertising
333 EAST 44th STREET • NEW YORK 17

Cash Income Per South Dakota Farm For 1946 Was . . .

$7,265

Source U. S. Government Farm Income Report

U. S. average farm income for 1946 was $4,009.

The Aberdeen American-News, **South Dakota's outstanding newspaper, offering more than 50 percent coverage of a 15 county primary trading area dominates the northern half of this rich and productive state. Retail sales in this 15 county area were $67 million during 1946. A farm market stabilized by diversification, conservation and the important fact that nearly 75 percent of its income is from livestock.**

Represented nationally by Ridder-Johns, Inc., Chicago, New York, Detroit and St. Paul.

ABERDEEN AMERICAN-NEWS
ABERDEEN, S. DAK.

THE Scratch Pad

BY T. HARRY THOMPSON

The lion may be the king of beasts, but the skunk has the highest rank.

•

If "moisturizing" improves a cigarette, then "oysterizing" should improve a stew.

•

Following a tank-truck recently, I read this on the back of it: "Tour with Texaco . . . Inflammable." It's a strong argument.

•

A family is as strong as its weakest delinquent.

•

Suggestion to a candy-manufacturer: Bring out a rectangular package called the Queen of Hearts. Put the colorful queen on the top, and gild the sides, like an oversized deck of playing-cards.

•

"Hearst Names Baskerville as Baltimore Chief."—Headline. If there's anything in a name, he should be just the *type*.

•

Aside to Frank Crowther, commercial manager of Macon's WMAZ: Thanks for that tricky but useful gadget called the "Executive Desk-Chum." It will last me longer than that bottle of peach brandy, and get me into less trouble.

•

Few sights are more depressing
On Time's production-line
Than the slow disintegration
Of the human form divine.

•

By shipping gold into Far Eastern markets, the Philippines may be able to test that bullion-in-a-China-shop theory.

•

I asked Jim Shirreffs, president of S & M Lamp Co., Los Angeles, for permission to quote some sales-figures, going back to 1923 when they were $349,789. In 1946, they had grown to $1,535,682.20 . . . not bad when you remember that Jim's father and another Scotsman, J. W. McFarland, had $800 between them to get the thing going some 50 years ago. Jim and his brother Bill now run the business, and the success-story is a *continued* story.

•

HEADLINE PARADE

No rust for the wary.—*Du Pont.*
It's all done with mergers.—*"Fortune."*
Clock and dagger mystery.—*Dictaphone.*

Shows what it protects—protects what it shows!—*Du Pont Cellophane.*

Cooler Summers . . . By Act of Congress—*Carrier Air-Conditioning.*

When do you stop building a heifer?—*Fleischmann's Irradiated Dry Yeast.*

Mirage on Main Street.—*American Railroads.*

"All drivers are crazy!"—*Liberty Mutual.*

From cellar to buyer.—*Bottle-return appeal by Philadelphia Lager Beer Brewers' Association.*

The eye that never closes.—*N. W. Ayer & Son, Inc.*

•

Hammer and sickle, hammer and sickle, you're putting the world in a pretty pickle.

•

We married men who are used to drying the dishes will sympathize with Chiang Kai-shek, who is said to be losing his grip on China.

•

Has the 52-20 Club degenerated into a lazy bonus?

•

That rocket-photograph of the earth from 100 miles up in the air failed to show what a mess it's in.

•

One of the tax-collector's problems is the Army of Evasion.

•

You can now make a 3-minute radio-telephone call from New York to Moscow for $12. But watch your language; you're on the air.

•

Someone will say, at least once, that the new head of the World Bank is The Real McCloy.

•

Speaking of the South, as he often is, Hugh Sappington tells of a Mr. Hurthington Whipple from Boston who ordered a Ramos Gin Fizz in a New Orleans bar, then started complaining that the French Quarter was smelly and dirty, and the women ugly.

Downing the last drop, he admitted that he had seen some pretty girls. His next drink was a Sazerac, which caused him to observe that the Vieux Carre had a sort of old-world

SEATTLE PEOPLE pay Attention to SEATTLE TIMES Events



Picture shows just a few of the thousands who packed Seattle's big Civic Auditorium for The Times Outdoor Show. Thousands had to be turned away each evening.



EVERY SEAT in Seattle's Civic Auditorium was filled and thousands stood around the huge tank opening night of the Seattle Times' Outdoor Show, April 12. During the 9 days of the show—April 12 to 20—it was the same story. Seattleites turned out en masse to see this spectacular sports exhibit conducted by The Times, breaking all previous attendance records in Seattle's huge Civic Auditorium. Sponsored by, and advertised exclusively in The Times, this record is proof again that ONE MEDIUM SELLS SEATTLE!

One Medium **Sells SEATTLE**

THE SEATTLE TIMES

FIRST in Circulation • FIRST in Advertising • FIRST in Results in Seattle

Represented by O'MARA & ORMSBEE, Inc. • New York • Chicago • Detroit • Los Angeles • San Francisco

All these businesses have one thing in common



New fashions must get to stores *fast*. So the clothing industry is one of the largest users of Air Express. This business knows *speed pays*.

Electros and engravings for magazines and newspapers are "hurry up" merchandise. So engravers, printers, and publishers make time with Air Express. *Speed pays*.





Speed is essential in the preservation of serums and medical supplies. To points overseas, International Air Express saves days in their delivery. *Speed pays*.

Speed pays in your business, too!

No U.S. point is more than hours away when you specify Air Express. Service is better than ever today, because planes are bigger and faster—with more flights available. The cost of this speedy, door-to-door service is *low*. Shipments of most any size and weight are inexpensive. For example: 13 lbs. goes 1000 miles for only $4.11. The speed of Air Express pays—so use it regularly.

- Low rates include special pick-up and delivery in principal U. S. towns and cities.
- Moves on all flights of all Scheduled Airlines.
- Air-rail between 22,000 off-airline offices.
- Direct air service to and from scores of foreign countries.

AIR EXPRESS

AIR EXPRESS

GETS THERE FIRST



Write today for Schedule of Domestic and International Rates. Address Air Express Division, Railway Express Agency, 230 Park Ave., New York 17. Or ask at any Airline or Railway Express office. Air Express Division, Railway Express Agency, representing the Airlines of the United States.

charm. From this, he proceeded to an absinthe frappe and, when it was finished, he pulled out a $100 bill, tossed it on the bar and said: "Give me my change in Confederate money."

•

Dick Dickson gives Henry Ford's alleged formula for a successful marriage: Stick to the same model.

•

The same correspondent quotes a remark overheard on a bus: "He is the kind of foreman who not only sees his duty but overdoes it." And finally, a classified ad from the Taunton *Gazette*: "Girls Wanted. Apply Baer & Wilde."

•

Newest and gayest ground-floor offices in mid-city Philadelphia are occupied by the airlines.

•

The New Yorker might call this "rich, beautiful prose," but, to a girl looking forward to the significant solitaire, it's doubtless the language of love: "A million dawns have kissed the earth awake since time began. For her, the first and loveliest is the one she greets wide-eyed with knowledge of her love, and destiny. Like it, among a million others, her diamond will always shine with special light for her alone." Etc.

•

Add antiphrastic similes: "As funny as the order to abandon ship."

•

Understand we're to have avocado ice-cream. Tropical minded as I've always been, I could never get steamed up about avocados.

•

An incentive plan is described by *Horizons*. It seems that, when his nag goes into the home-stretch, a certain jockey croons this into his ear:

"Roses are red,
Violets are blue;
Horses that lose
Are made into glue."

•

No, Tessie; the English horn is not an Anglo-Saxophone, although Deems Taylor made some such delightful crack one time.

•

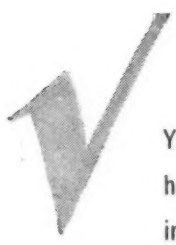
Businessmen say the postage-meter has stamps licked a mile.

•

After listening to Secretary Marshall's report on the Four-Power Moscow Conference awhile back, I couldn't help thinking how the late Al Smith would have cut through all the 2-dollar words with: "The Roosians crossed us up at every toin. They wouldn't even agree that it was a nice day."

Circulation Over

00,000



Yes, 3,000,000. Three million. Husbands and wives — heads of families — 3,000,000 of them — with good incomes — pore over Better Homes & Gardens for the help it gives them in living better in a better home. (Cover to cover, ads and all.)

It's 100% service that screens out casual readers, and gives you this active homemaking market that spends billions every year.

That's too big a market for you to miss. May we tell you how BH&G is 100% service for you, too?

America's First Service Magazine

New Jersey's 1st Station
WAAT
970 ON THE DIAL
NEWARK-NEW JERSEY

FIRST
IN
AM

First commercial broadcast in New Jersey in 1920 over 2IA, the original WAAT.

FIRST
IN
COMMERCIAL
FM

Will be on the air as WAAW, on or before July, 1947.

Soon FIRST
IN
TELEVISION

CP granted April 8, 1947. Will be on the air as soon as construction is completed.

WAAT DELIVERS MORE LISTENERS PER DOLLAR IN NORTH JERSEY AND NEW YORK CITY THAN ANY OTHER STATION ...INCLUDING ALL 50,000 WATTERS.

New Jersey's 1st Station
WAAT
970 ON THE DIAL
NEWARK-NEW JERSEY

WASHINGTON BULLETIN BOARD

Price Spiral

What is Washington doing to lower prices?

The question of prices is assuming additional importance in Washington, with several Government groups working toward a possible solution. Politically minded, the leaders of both parties are seeking ways to solve the stalemate, and bring prices down without causing a recession.

The Joint Economic Committee of Congress has conducted a survey by its "professional economists" to discover methods and policies for achieving and maintaining stability and high level employment. Chairman Robert Taft explains that the objective of a questionnaire sent out to business falls into two leading divisions: One is concerned with some of the problems faced in 1947—price increase is most important. The other with future conditions.

This survey follows a factual study now being completed by Dun and Bradstreet, Inc., for the committee, and will be followed by similar questionnaires directed to leaders in industry, trade, finance, agriculture and labor.

In the meantime, it is pointed out, that the Truman Doctrine to support foreign needs will itself hold up consumer prices in the United States, particularly of foods and textiles.

The Federal Trade Commission plans to study trade pacts designed to hold up prices. Drug, electrical appliance, household furnishing and some apparel manufacturers are among those to be queried.

Foreign Trade

What are the chances for achieving profitable export-import balance.

The Department of Commerce estimates that after allowing for $2,100,000,000 in gifts and $4,000,000,000 in loans abroad, foreign countries should be able to purchase $12,000,000,000 of American goods this year. (Exports now are running 25% to 30% over that figure.)

Exports are now 60% larger than a year ago, while imports are up only 30%. Exports this year will amount to about 15% of the retail value of all goods produced in the nation compared with 9% in 1939.

However, warnings are being spread again about the lack of dollars abroad for buying and the urgent need for greater stability between exports and imports.

Farm Dollar

How does the increased agricultural income affect the purchasing picture?

Farm investments and incomes have reached new highs. Rural areas now show a greater percentage increase in retail sales than city areas.

Unfortunately, the high cost or difficulty of business building has prevented greater development and it is feared that by the time business construction is possible on a large scale, the farmers' income will have receded.

The Senate Small Business Committee, in a recent report, showed that towns surrounded by small farms are progressing more rapidly than those with large estates . . . rural buying power is now centered in the small agriculturist.

Surveys indicate that the farms have lessened their luxury buying now that household appliances and farm equipment have become available. Market students claim that farm income now grosses some $20 billion a year.

Small Business

Will Washington do anything to answer businessmen's technical queries?

Latest champion of small business is Dr. Vannever Bush, Director of the Office of Scientific Research and Development. He testified on the Fullbright-Aiken bill designed to provide a technical information clearing house in the Department of Commerce.

While not directly opposing the measure, he claimed that we need "to maintain an environment in which small business can thrive and new venture be encouraged."

A market is as BIG *as its best newspaper makes it*



That's a fact . . . the GLOBE-DEMOCRAT covers the *entire* St. Louis *market* effectively.

Besides blanketing the City, where 2,371 Grocery Stores sell to 816,000 people, the GLOBE-DEMOCRAT gets out to the outskirts, where 2,330,000 people patronize 4,616 Food Stores.

No other daily *even claims* to take your advertising to St. Louis and 88 surrounding counties in Eastern Missouri and Southern Illinois (the 49th State) . . . with 50% family coverage in 274 busy towns.

* * *

Not only that! GLOBE-DEMOCRAT advertisers have the additional advantage of *knowing* how their products (and their competitors' products) are selling. The GLOBE-DEMOCRAT continuous Food Store Inventory keeps tab on all the movement of merchandise in the market.

St. Louis Globe-Democrat

Prominent Users of Strathmore Letterhead Papers: No. 71 of a Series



The smart modern plant of The Bayer Company at Trenton, N. J.

The **BAYER COMPANY**

knows the value of the

RIGHT IMPRESSION

Bayer Aspirin, expert in making impressions, never tried to market their product under its correct chemical name, *monoaceticacidester of salicylic acid*. They renamed it aspirin. Recently, they repackaged their entire line to give a smart modern impression and to rate added counter display in streamlined stores.

Bayer has enhanced their public's impression of their company by streamlining their plant and their package. One impression they *did not need to change:* the impression made by their letterhead. Long ago, they chose Strathmore Bond to give the right impression of their distinguished house to prospects and customers.

Often your letterhead is your prospect's first impression of your firm. Does it make a good one for you? If not . . . ask your printer to submit new designs on Strathmore letterhead papers.

Strathmore Letterhead Papers: Strathmore Parchment, Strathmore Script, Thistlemark Bond, Alexandra Brilliant, Bay Path Bond, Strathmore Bond.

STRATHMORE *MAKERS OF FINE PAPERS*

Strathmore Paper Company, West Springfield, Massachusetts

He urged a detailed study of tax laws, SEC regulations and patent laws, "which make the existence of small business difficult."

The Commerce Department's Office of Technical Services (which is not yet a permanent agency) now handles 8,000 queries a month from both big and small business, thereby showing the widespread interest. This volume has been stepped up recently by those seeking information about German processes.

Sales Trends

Do we now have a true picture of department store sales?

While department store sales remain high, there are now some spots where decreases are being shown despite higher prices that keep the average up.

Most of these, however, are war boom areas, such as Wichita, Kan., down 3%; Knoxville, Tenn., down 7%; Fort Smith, Ark., down 11%; Charleston, S. C., down 9%; San Diego, Calif., down 9%.

On the other hand, some sections are still reaching record heights. Minneapolis and Philadelphia show sales up 14% over a year ago; Boston up 12%; St. Louis up 11%; Chicago, Cleveland and New York up 10%.

It is now considered by Department of Commerce officials that inventories have been built up. Therefore, new orders will depend upon current sales. The figures in the months to come will be more indicative of the actual sales flow.

Open Season

What will Congress investigate this fall?

Watch for an era of investigations by Congress when it meets after the summer holiday. This activity is always projected in a year leading up to elections, and it is bound to be emphasized to a far greater degree this time.

One study which is being planned is a "searching investigation" of the activities of Government agencies "in competition with business." This has been announced by Congressman Ploeser (R., Mo.) and will cover the Tennessee Valley Authority, Home Owners Loan Corporation, United States Housing Authority, Rubber Development Corporation and others.

The committee also plans to study the "tax exemption privileges of cooperatives and foundations."

SIGNIFICANT TRENDS

As seen by an editor of SALES MANAGEMENT *for the fortnight ending June* 15, 1947

CAN INDUSTRY REDUCE PRICES NOW?

"Yes," says the E. H. Klaus Company, San Francisco marketing counselors.

"No," says the Marschalk and Pratt Company, New York advertising agency.

"Only increased production will do it," says Alfred Sloan of General Motors, talking to his stockholders.

The Klaus argument is: What Ford and International Harvester can afford, all industry can, and that mathematically the answer is simple enough. "Let figures prove it," they say. Here are their figures:

	Increase from September 2, 1945 (end of war) to January 15, 1947
Industrial wages	8.4%
White collar and service wages	13.9
Cost of living	21.1
Farm income	32.1
Corporate profits	59.4

They cite a Roper report from *Fortune*: 59% of 30,000 corporations polled, believe 1947 profits would be as large or larger than in 1946, but only 15% expect to lower their prices.

Klaus argues, "A recession will not only force prices down, but production as well, and hence employment . . . If only twenty per cent of all industry will take the lead and reduce prices now, and increase distribution productivity and marketing effort, the cumulative effect would be strong. Prices and buying power would start moving into balance. Sales would be increased and markets widened. Public opinion, highly vulnerable to psychological impacts, would lend industry enormous support.

"Of course, prices cannot be cut without a sacrifice in profit ratio now, but in case of a setback, profit ratios would be reduced anyway, and then under disorderly conditions."

WHAT'S A FAIR PROFIT ON SALES?

Marschalk and Pratt advertises to the public that "94% of the price burden of manufactured products is *costs*." They analyzed the 1946 reports of 1,155 companies whose combined business totaled 54 billion dollars and found that the net return to industry was six cents on the sales dollar, and they argue, "the *average* manufacturer cannot make a worthwhile reduction in his *prices* unless he is able to reduce his *costs*."

Their full page newspaper copy (which they urge others to reprint with or without credit) may have some effect in making the public feel that profits are not extortionate, but it doesn't alleviate buying resistance: too little money for the too high prices.

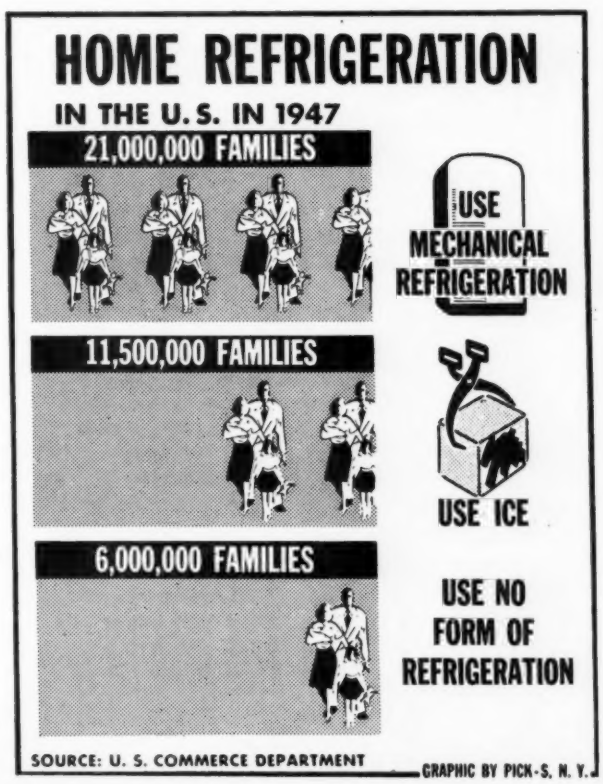
Profits *are* high, no matter what sort of measuring stick one uses. They are higher than ever when measured against sales volume, or net worth, or capitalization.

Should a company continue to take the same percentage of profit on swollen sales volumes when by so doing they contribute to an inevitable recession or depression? A company is capitalized for $10,000,000. In normal years it had net sales of $20,000,000 and made a net after taxes of $1,000,000—10% on capital and 5% on sales.

Today the capital remains the same, it is selling $50,000,000 and makes $2,500,000—or 25% on capital and the same 5% on sales. The Marschalk and Pratt page doesn't convince the Doubting Thomases in the audience that the profit on sales of that volume should necessarily remain at 5%. Mr. D. T. might well say, "If prices were lowered so that profit was only 4%, the company could make better-than-normal profits even if sales volume shrank to so low a figure as $30,000,000."

G. M. HEAD: "PRODUCTION IS CURE"

Alfred Sloan seems to argue that prices will start down only when the public is faced with a plethora of goods. "Essential adjustments can and will be brought about by the pressure of goods on prices and not by the pressure of propaganda on economic relationships. Figuratively speaking, it is the cash register of the country reflecting hundreds of millions of transactions that validates wages, prices and business volume, and justifies profits in a free competitive economy . . . There is no question but that the existing distortions in the price structure are



a source of danger causing a feeling of insecurity. These distortions are sure to be corrected in time by the normal influence of competition as production increases with the resulting pressure on out-of-line prices. The principal questions are: How soon will this take place? And can it be avoided without curtailment of production, reduced employment and lower national income?

"It would appear that the existing high level of activity and relatively strong demand in the durable goods industries might well provide the means of supporting the economy while the process of correction is taking place. Let us hope this will be so."

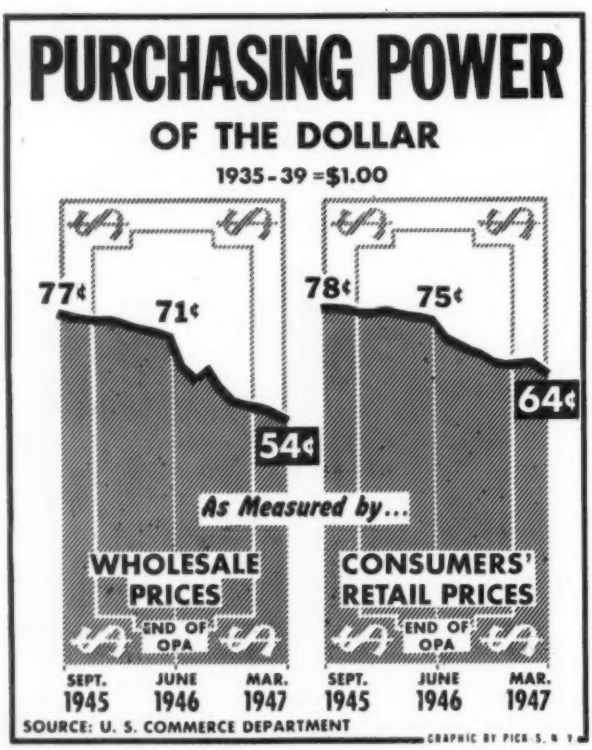
Yes, let us hope, Mr. Sloan. But not even the durable goods industries can write their own tickets forever. The slump in new building is a good example of a durable goods industry pricing itself out of the market.

It seems to this writer that the best argument can be made for *moderate* voluntary reductions now—as a form of insurance against possible large and involuntary reductions which would surely come if we go into a tailspin.

UNIT SALES ARE DECLINING

The dollar volume of retail sales—helped very materially by sales of the kind of products made by Mr. Sloan's company—continues to run from 6 to 10% over corresponding weeks a year ago, but unit sales, taking business as a whole, are well under last year, and there is no point in glossing over the undeniable fact that this is an unhealthy condition. Reduced production cuts employment and purchasing power. There's nothing wrong in business that a price decline wouldn't cure, but to date there is little to indicate that this will come voluntarily.

A high standard of living isn't measured by dollar volume. Instead it's the number of things which are bought—pounds, cases, bushels, and other measures of physical volume.



It seems likely that the present tug of war between buyer and seller will continue into the Fall season.

As time goes on, superior selling should command an increasing premium. It will have to be used to combat reluctance to buy at high prices or to hold one's own against a flood of products (the era of the shortage of shortages), or both.

ADVERTISING TO DROP 13%?

The Philadelphia firm of Alderson and Sessions issues an occasional news letter (yours for the asking) as a service to management. The current issue contains a forecast of advertising in 1947. The firm prepared a new statistical series on the dollar volume of advertising costs, including, for the first time, the cost of radio talent. A 12-month moving average was developed for the complete advertising index, and a chart shows this together with actual monthly figures.

An all-time peak was reached in 1946. December of that year was the high point in the monthly figures. The moving *average* turned downward after a peak in September, anticipating the break in the monthly figures by four months.

The projected index shows a continuation of the decline, and present indications point to a final year's figure about 13% below 1946.

But—the 1946 total represented an increase of 34% over 1945, and the Alderson and Sessions forecast thus shows 1947 still ahead of 1945 by a margin of 17%.

SIGNIFICANT SHORTS

Straws-in-the-wind dept.: the high cost of ready-made dresses has housewives on a whirlwind sew-it-yourself sewing spree. Sales of piece goods and patterns soar . . . Sales of cigarette papers for roll-your-own have started to climb.

Questionable advertising: the Federal Trade Commission examined 360,198 advertisements and found that 5.4% appeared to warrant investigation as to the facts; 1.6% of 518,061 radio broadcast continuities were marked as containing possibly misleading representations.

Fair-trading for Commercial uses: the McGraw Company has made a major innovation on its Toastmasters by putting the lines sold to restaurants, hotels and industrial cafeterias under Fair Trade contracts in 45 states.

No real slump in soft goods: A Dun & Bradstreet report for the Corset and Brassiere Association of America predicts that soft goods—despite a current slump from inflated levels—will continue higher than prewar because population has increased 8% and millions of families have migrated from low to middle income brackets.

It can be done: Apparently Robert Young of Chesapeake & Ohio didn't know that certain things couldn't be done in the railroad industry and so he proceeded to do them. His latest is a slide-chart train selector which outmodes the bulky folder with its many columns of hard-to-read figures. Turn two dials and you have all the answers.

PHILIP SALISBURY

Labor-Management Harmony: Can Selling Catalyze It?

BY PAUL HEYNEMAN

Do sales executives have too narrow a concept of the service they are equipped to offer? And is management overlooking the contribution sales genius can make toward the solution of one of industry's big problems—that of achieving happy teamwork throughout the corporate family?

Sales management now has a golden opportunity for broadening its field of influence. This opportunity exists because American business relies more heavily on selling than its practitioners realize and because, in the current age of tumultuous new adjustments, the need to sell what business and industry are doing has increased and will keep right on increasing if our economy is to function effectively.

Contemporary conditions indicate a crying need for sales management to undertake many jobs beyond its immediate and obvious horizons. And the degree to which top-flight sales managers realize this need will also determine their stature in upper management circles.

Sales managers frequently complain that they are not taken into the confidence of inner-circle top management. If this is true, what makes it true? Have sales managers applied themselves sufficiently to the problems of business as a whole to be essential in top-management, long-range planning?

What Is My Job?

How many sales managers ask themselves: "Just exactly what is my job? Am I a specialist employed for the single purpose of putting a finished product or service into the hands of the buying public? Or does my job also involve a responsibility to make contributions toward improving the selling processes (perhaps not always recognized as such) which exist throughout my firm?"

We who are salesmen or sales executives are likely to have ingrained in us the idea that nothing really counts but selling the company's products or services. Many salesmen believe that "sales make the wheels go round." But in taking this restricted view, we may isolate ourselves from the inner circles of overall planning and basic policy. Under modern conditions, top management considers many phases of business more important than selling goods. Before goods can be made or sold, it is necessary to sell the business to many groups including employes, the community, and the business world itself.

When the sales executive molds himself into a narrow specialist pattern and withholds the full impact of his abilities from other departments of his firm, he has only himself to blame for being shut out from top-management circles.

Broader View

The old concept of the salesman identified the sales manager as the individual responsible for moving goods or services from one who has to one who needs them. Today sales strategy is so closely integrated with practically every department of an American business that dozens of points where sales techniques are needed could be given. Industrial relations is one sphere where full use of sales techniques could be of spectacular benefit.

In recent years American business has come to put tremendous emphasis on industrial or employe relations activities. Without harmonious industrial relations, a firm cannot manufacture effectively. And if it does not manufacture effectively, the sales department cannot sell effectively. Today's sales manager must realize how completely dependent he is on a proper production picture in his plant.

The human relations side of production is radically different from what it was in past years when the employer was completely in the saddle and practically any quantity of goods could be made quickly, effectively and with wide extremes of costs arising out of variations in wages.

In those days all that most firms had in the way of an industrial relations department was an office headed by someone trained in so-called personnel or welfare work. This consisted mostly of being able to hire and fire, get together a staff, keep up attendance records, etc. All this, while still important, is but a detail from the broad program on which good industrial relations depend. I am thinking now mostly in terms of "preventive medicine" procedures which form the foundation of any solid relationship between a company and its employes.

Discontent Creeps In

This is where the application of sales techniques becomes so necessary. The need is best dramatized by the fact that many hundreds of American firms give their industrial relations departments less attention and smaller appropriations after long periods of smooth sailing and harmonious employment conditions. But the moment there is trouble, a threatened strike or other factors causing poor public relations, money becomes no object. From this it becomes clear that a well rounded industrial relations department should include both a man and a plan for selling top management and keeping it sold on the need for a consistent "preventive medicine" policy in this field. Could there be any more fertile opportunity than this for utilizing the highest order of sales talent?

Take employe-employer relations. The most important factors in making any employe like his job are good working conditions, fair rates of pay, and consideration of him as an individual. At the same time, it is now well known that the employe will fully recognize and appreciate these desirable conditions only through use of carefully planned selling procedures. We all know of companies with excellent employment conditions which have failed to make employes

aware of their advantages. As a result discontent develops out of minor difficulties. Whenever such a situation exists it indicates failure to utilize the most conventional of all forms of sales strategy: namely, emphasizing the most favorable positive arguments thereby minimizing unfavorable negative ones.

Another important parallel between the best techniques of sales and industrial relations is that of sensitiveness to changing attitudes of the so-called rank and file employe. The most skillful sales manager always develops and maintains his pipe lines to the consumer. He knows the importance of advance knowledge of changes in the public pulse which may signal a new trend favoring his competitor's product. Similarly, today's alert industrial relations manager has advance knowledge of changes in employe attitudes toward the company.

Just as a timely modification of product or package may save a market for the sales manager, so may a timely change in employment policy save the enthusiasm and confidence of an employe group. Our sales manager, then, in applying this phase of his experience to another department, further justifies his right to a place at top management's council table.

Then there is the relationship between the company and the community. Here again is a problem which calls for effective, enthusiastic and timely selling work. It may range all the way from planning factory visits to working out promotional material and campaigns on any number of well known approaches, but the techniques learned in constructive sales planning help to make what is undertaken more colorful and effective.

In addition, we must consider the relationship between employes of the company and users of its products or services. The American buying public has come to believe that a product which originates in a plant with good working conditions and harmonious employe relations is likely to be a good product. Consequently, the more intimately the sales manager understands and "feels" these good conditions, the better will he be able to reflect them to the trade and to the consuming public.

Let us now add up these various selling factors which exist within the single department of industrial relations which I selected as an example:

1. Selling top management on the need for the program.

2. Keeping top management sold.

3. Selling the employe and selling the public in the factory area on the importance and value of the plant.

4. Maintaining the same degree of sensitiveness to changes in employe attitude toward the company as to changes in consumers' attitudes toward the product.

5. Selling the trade and consumers on the plant's good employe relations.

In these factors alone—and there are many more—you have wrapped up into the industrial relations department a vital sales responsibility. This may be why management is now looking farther afield for its industrial relations leadership and why the skills of the sales manager are assuming a broader level of importance.

But there is still another important function of the industrial relations department: handling labor union negotiations. Can the sales background contribute anything here?

Spotting Weaknesses

There is wide divergence of opinion as to whether a successful sales background makes a man better qualified to negotiate union agreements. Some salesmen are emotionally upset at any suggestion of a factory shut down, with resultant danger of lost customers and weakened competitive position. However, this temperamental handicap does not necessarily prove the existence of any basic shortcoming on the part of the man with a sales background. More likely it indicates lack of proper training. I would no more think of pulling a star salesman or sales manager into a labor negotiation ordeal without advance training than I would give a key sales assignment to an untrained personnel man.

On the other hand, there are many sales and distribution men who have assumed positions of great responsibility in negotiating labor agreements. These men, because of their natural aptitude in human relations and experience in handling all types of people, frequently have made truly dramatic contributions toward successful negotiations.

Even when it comes to the more technical and legal phases of drawing up labor agreements, sales managers often have demonstrated particular aptitudes. Those same qualities which combine formality and strength with an understanding of human values in handling a complex sales contract, may be equally invaluable while negotiating a difficult union agreement. Here again is a demonstration of the reservoir of talent which exists within



"You've missed the 7:32, the 8:10, and the 8:59. Were you planning to charter a plane?"

our sales departments and which, when recognized, can be utilized in the interests of the business as a whole.

All these factors are changing management's process of selecting men to head key departments such as industrial relations. In the past the proper training field for such a man would have been in the area of personnel work. To look for such leadership in the sales department, until recently, would have been regarded as most extraordinary. But gradually management is beginning to recognize that the values involved in any labor or public relations program can be materially increased by supplementing these qualities with the dynamic force of well planned sales techniques. The lack of such dynamic promotional push could vitiate the benefits of an otherwise sound industrial relations program.

It is my belief that top management is becoming increasingly aware of the tremendous potential of power and technical resources which exists within our sales departments. I also believe that management is becoming more alert to the fact that this power could be utilized more fully to improve employe and public relations.

Business can draw on this potential in two ways:

1. By calling on its own sales departments for counsel and aid wherever selling ability of a tangible or intangible nature may be needed.

2. By turning to the broader visioned type of sales executive who, on his own volition, assumes a position of leadership whenever sales techniques can be applied to industrial relations or to any other phase of the business.

By raising their sights to higher sales horizons, sales managers can make themselves indispensable at the planning and policy-making tables of top management's inner circle.

COMING . . .

Scheduled for an early issue of Sales Management is a timely article telling how Lebanon Steel Foundry, Lebanon, Pa., is successfully building reservoirs of goodwill in the rural and urban communities throughout Lebanon County. Through a carefully planned community relations program the management of this company is proving that cooperation with schools and community groups is of immediate and vital significance if the gap of misunderstanding between management and labor is to be closed. —The Editors.



MEET PAUL HEYNEMAN

The combination of industrial relations and sales executive leadership in one man is unusual. The author of this article—Paul Heyneman—combines 25 years of active sales management with a deep-seated and active participation in labor-management problems.

Until the end of 1946, Mr. Heyneman was responsible for the marketing policies of Eloesser-Heynemann Co., pioneer West Coast manufacturer of "Can't Bust 'Em" working clothing.

He has a rich background in sales club activity. He was chairman of the committee on Employment Standards for Salesmen of the National Federation of Sales Executives which worked out "A Sales Managers' Creed" (SM, March 1, p. 124). He is past president of the San Francisco Sales Manager's Association and past vice-president of NFSE.

Mr. Heyneman's industrial relations background is equally rich in experience. He has served as a member of the Board of Governors of the San Francisco Employer's Council and of the Advisory Committee of the University of California Institute of Industrial Relations.

He has been closely associated with both business and labor leaders in the solution of mutual problems.



THEY MET IN NEW YORK . . . She was assistant to the prexy of an advertising agency . . . he was Bill Gardner of Gardner (Pittsburgh) Displays Co. They got married. Then, 18 months ago, Bill Gardner was killed in a plane crash. And May Gardner decided the only fitting tribute she could pay his memory was to keep his plant—which had been his Pride and Joy—running. Mere woman running a million dollar business? . . . Well, is was May who thought up the idea for one client of splitting an automobile down the center and opening it like an oyster to show how it works. May it was who executed the built-in display of a DC-4 which has toured 800 U. S. cities . . . You've seen the tiny white seal balancing a ball on the end of his nose. Guess who did it? . . . Some people say May Gardner does Bill's job so splendidly because she couldn't keep her finger out of Bill's pie. She used to drop in on him and tour the place, asking why? . . . why? . . . why? He'd just smile and tell her. She wishes that he could see her now.



THE VARSITY CAPTAIN . . . of Parents' Institute's fledgling magazine is John Starr, who's been away from The University of Virginia long enough to swap his Suthin' drawl for an East River twang. This ascendant Starr edits *Varsity* (guarantee—250,000) which saw first printing in time for a June distribution, but which lay around in Jack's brain while Jack lay around in a foxhole. On those nights overseas while he lay sleepless, waiting for action, Jack puzzled over his future . . . He had gone into the Army nursing a civilian conviction that there was a place, a market and maybe a fortune in a young man's magazine . . . When he docked in Boston, en route to a V. A. hospital he had a dummy magazine burning a hole in his pocket . . . Demobbed and fit, he tackled Street and Smith with it. They nixed the dummy, hired Jack as associate editor of *Pic*. Then Parents' started dreaming Jack's dream of a y.m.'s mag., got wind of the Starr dummy. As you get off the elevator his is the office marked "Editor." Right cozy it is, too.



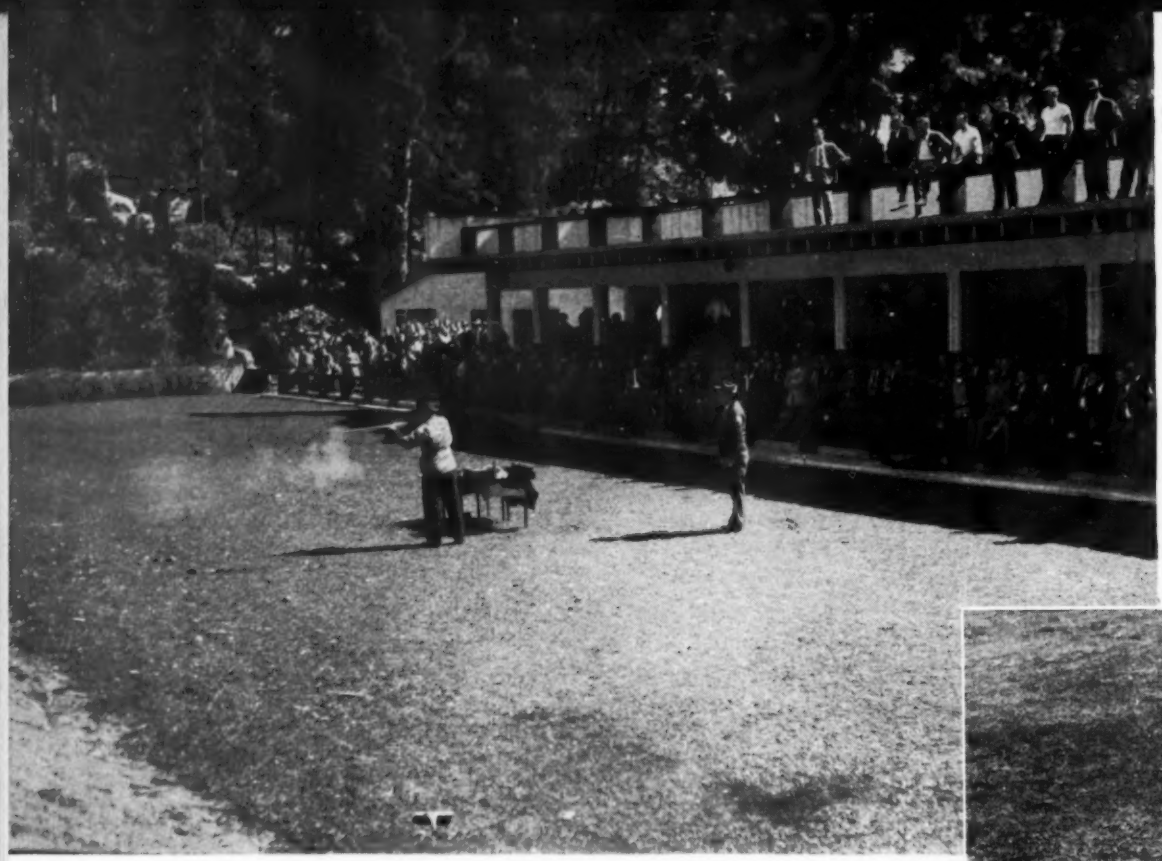
FIGHT-TALKER . . . Charley Bachman has been urging Michigan State College's pigskin pushers to "Get in There and *Fight*" for better than 14 years—being, as he was and as you know, head coach. But Bachman's gone from Michigan and Food Freezer Distributing Co., of Lansing, has now got him! "Bach" resigned from M.S. (amidst unashamed weeping from his "boys") taking over the general sales managership of F.F. Here, says he, the old familiar tenet will continue to be indulged—get-in-there-and . . . Food Freezer has fingers in suspenders for grabbing off this fighting man to fill its top job. Bach is a natural leader of men, a strategist, a guy who knows that it pays to get on the winning team—and keep it winning. In his 26 years of football his teams have won 134 games, lost 82 and tied 22. During World War II Michigan lend-leased him to Camp Grant where he developed the famous "Flying Z" defense. Every day another old Bachman footballer rolls into his new offices and asks for a berth on the Food Freezer sales team. The Fall training will be rugged too!

They're in the News

GUESS WHAT . . . Walter P. Margulies does on his day off? He sits around hotel lobbies looking for all the world like a house dick. As the designer of the interiors of the D. C. Statler he likes to make comparisons between what he's done and what the other boys haven't! Young (a bare 33) Walt modestly shrugs off credit for any special design genius—says that the difference between peanuts and the big time in Designing is an added something—business sense. Fact that he's got it accounts for his being singled out as Director of Interior Design with J. Gordon Lippincott Co. Lippincott had studied his designs for the Paris Exposition, done when he was a downy-cheeked 23. Now he's a partner in the firm, handles the design and business aspects of such toothsome accounts as Fuller Brush, Dr. Pepper Co., Northwest Airlines. But when his pure creative bent starts getting the upper hand of him, he holes up and emerges from his lair (finally) with a design for a novel arrangement for a hotel or a theatre. Says it helps.

—Edited by Harry Woodward, Jr.







HAIR-SPLITTER: Well, almost. (Above) Herb Parsons, Winchester gun wizard, performs before the Southern California Peace Officers Association at the Los Angeles police range. His gun-wise audience sees him drive golf balls with bullets, hit marbles, smash clay pigeons with a sub-machine gun. (Right) Herb—and arsenal.

Crack Shots Prove Product Precision for Winchester

BY W. S. ALLEN
Sales Manager, Winchester* Repeating Arms Co.

Marksmen with Dead-Eye-Dick eyes and sure trigger fingers put on free exhibition shoots for sportsmen and work with dealers and distributors in the promotion of Winchester guns and ammunition. It's "show business"—and it pays off.

Americans have a natural interest in shooting. To capitalize on it, Winchester Repeating Arms Co., New Haven, Conn., sponsors one-day exhibition shoots as a show business device to promote the sale of arms and ammunition. At these exhibitions, crack shots demonstrate shooting technique and gun handling before local groups of sportsmen and others who are Winchester customers and prospects.

Arms and ammunition, like other consumer products, must be merchandised. While this "natural interest" is large and the need for the product almost automatic in some fields, nevertheless, we face problems common to any competitive market.

The market is tremendous in size. In 1946, more than 9,000,000 hunting licenses were issued. Not included in this total are the thousands of farmers who do not require a license on their own farms and those engaged in pest control work. One of the best proofs of the widespread popular interest in arms and ammunition is the multitude of consumer publications devoted to shooting, hunting and the outdoors. I doubt whether any other consumer product has such a large list of widely read publications specifically interested in its field. There are at least 14 publications. In addition, general mass magazines devote considerable space to outdoor activities.

Winchester's marksmen do not shoot at conventional paper targets with their concentric grading rings. They specialize in the kind of marksmanship known as "Fancy" and "Snap" shooting. The majority of

* Winchester Repeating Arms Co. and Western Cartridge Co. are divisions of Olin Industries, Inc., East Alton, Ill.

their feats are performed at aerial targets.

Most of their shots are so difficult they can be performed only by shooters who have spent years mastering the use of sporting arms. Their feats are the proof needed by a seasoned shooter or a novice to make up his mind as to whether Wincheter products have the qualities of consistent accuracy he wants for his own use.

Many of the exhibition shooters' *seemingly* difficult feats, however, are relatively simple if you know how to use a gun. Our shooters reveal the secret of making these shots during their exhibitions. Such shots can be performed even by youngsters encouraging them to emulate the exhibition shooters.

Like automobiles, firearms can be dangerous. It is one of the most important functions of exhibition shooters to teach "operators" or would-be "operators" how to handle guns safely. By answering shooting questions after exhibitions, shooters give customers and potential customers expert on-the-spot answers to many questions.

Subsidizing exhibition shooters on country-wide tours is an excellent form of sales promotion for both our wholesale distributors and their retailers. It brings our merchandising efforts close to the point-of-sale, and provides customers with visual evidence to support the claims made in our national advertising.

Our distributors tie in closely with these exhibitions and do a fine job stimulating interest of dealers who, in turn, display window cards, use newspaper advertising and otherwise promote the exhibitions. The shooters spend all of their free time in a town visiting dealers and advising customers who happen to be in the stores about their shooting problems.

Operating shooting promotion by "remote control" is possible only because of the smoothly working manufacturer-distributor-retailer setup in the sporting arms and ammunition industry. Our plan of operation works like this:

1. Our district representative makes the original contact to set up an exhibition, with a gun, conservation or sportsmen's club, sets the date and makes all physical arrangements for the exhibition.

2. Our main office notifies distributors in the area.

3. Distributors invite retailers to cooperate by letter through salesmen.

4. Our main office supplies distributors with posters for window display, handles publicity.

5. Dealers usually advertise the exhibition in their local papers as dealers who sell the arms and ammunition used in the exhibition.

6. At the exhibitions, our shooters and representatives distribute inquiry cards on which spectators can request information about our products. These cards are funneled back to the distributor for handling by dealers who mail appropriate promotion literature.

7. Our shooters in their final reports on the exhibition tell us whether our traps, target, arms or ammunition are used by the shooting club where they have performed, and give us material for a follow-up sales call on the club.

Since our two "acts" are considered among the best in their field, newspapers and radio stations give them liberal attention which, in turn stimulates attendance at the exhibitions. The "Shooting Linds," one of our crack teams, were described by the *American Magazine* in its "Interesting People" department as "America's No. 1 Exhibition Shooters."

Exhibition shooters have a spectacular background. Their godfather and godmother were probably Wil-



OMELET, WESTERN STYLE: In this demonstration of speed in gun-handling, Herb Parsons starts with three eggs in his right hand, shotgun on the ground beside him. He throws the three eggs between his legs. Then he grabs gun, breaks all three eggs in the air. Some spectators don't believe it even when they've seen him do it for the second time.





liam F. (Buffalo Bill) Cody and Annie Oakley. If you want to go back further, you can name Dan'l Boone and Davy Crockett, or dead-shot Alice Ferree, wife of an early Pennsylvania gun and powder maker who tested her husband's wares.

Where Buffalo Bill and Annie (Get Your Gun) did their acts in circuses and wild west shows for which admission was charged, our exhibition shooters, perform free. With many improvements in arms and ammunition since the days of Bill and Annie, our shooters consistently perform feats of accuracy undreamed of by their predecessors.

The dean of American exhibition shooters is Ad Toepperwein, aged 77, who retired last year after 56 years of professional shooting. In 1906, this veteran Western-Winchester crackshot set a shooting record in San Antonio with not one, but a half dozen, .22 Winchesters. In twelve days of shooting, Ad shot at 72,500 flying wood blocks and succeeded in hitting all but 9.

Ad's targets were wood blocks about two and a quarter inches square, which were thrown into the air by a corps of assistants. He intended shooting only 50,000 but after completing this number with only four misses, he shot at the 22,500 of the bigger chunks of wood that had already been hit once.

Toepperwein established his reputation with his wife, "Plinky," who died in 1945. Plinky, who was assembling .22 cartridges at Winchester, when she married Ad, had never fired a gun until she met her husband. Ad taught her how to shoot and Plinky became the greatest woman shooter who ever lived. She was the first woman to break 100 consecutive targets and did it 200 times. Few men have ever equalled her greatest feat of breaking 1,952 out of 2,000 clay targets in one day of shooting. None of Annie Oakley's feats compare with this.

The Shooting Linds have succeeded the Toepperweins.

Herb Parsons, probably the fastest gun handler in the country, is another of our top exhibition shooters. Many of his feats are faster than the eye can follow. This spring he made a tour of 16 Alaskan towns, many of which had never before seen a marksman of his ability.

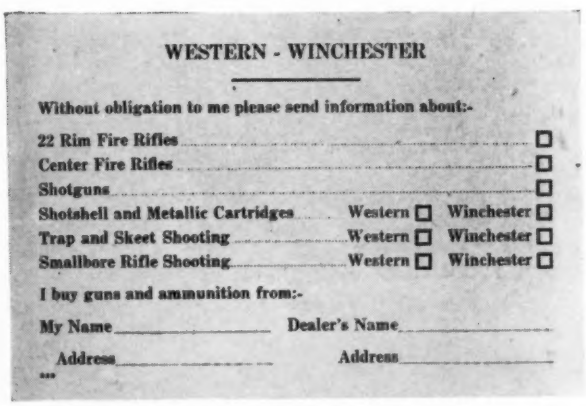
With notable forebears, exhibition shooters also have an evil genii. He is the "trick" shooter of by-gone vaudeville days. Trick shooters came by their name appropriately because they were tricksters who invented all kinds of ingenious but fraudulent devices with which to perpetrate their phony feats of marksmanship. Today the name is erroneous even if it is still sometimes applied to present-day exhibition shooters who perform their feats legitimately. So, please smile, sir, when you call one of our exhibition shooters a "trick shooter!"



NEVER UNDER-ESTIMATE, ETC.: Dot Lind (Above) can do everything with a gun except play a tune on it. She often uses aspirin tablets as targets. Here this modern Annie Oakley is about to fire a Model 52 target rifle . . . note the spotting telescope standing at her right side.

FANCY WORK: (Below) Ernie Lind (husband of Dot) does a "bullet drawing" with 250 bullets in about 3 minutes. Dot assists her gun-toting spouse by reloading his .22 rifles. It's all part of a selling idea.





FOLLOW UP: (Above) Winchester distributes inquiry cards to audiences at exhibition shoots. Cards are funneled to dealers who supply prospects with requested literature.



Pure Oil's Folksy Sales Manual

BY LESTER COLBY

They didn't want to preach. But there were important principles of successful service station operation they wanted to plant in the minds of dealers. So they told the story of "Red," a real dealer, in pictures and text.

The Pure Oil Co., Chicago, has just published a book—in magazine form, 48 pages and cover, size 10x13¾ inches, illustrated in full color—that in many ways appears to be unique among training materials. Titled "Life with a Pure Oil Dealer," it is unusual in that it is built entirely around the life of one of the company's dealers, picturing his rise and development from the age of four years. Nearly 150 photographs, drawings and other art illustrate, point-by-point, the intimate happenings in his life, his steps to success, at the same time getting across sales suggestions which may benefit others.

In its introduction, titled "The Purpose of This Book," the management says:

"Here is the true story of a typical, successful Pure Oil dealer—Marvin (Red) Schadler of St. Joseph, Mich. It is presented, not as a glorification of Mr. Schadler or as a special tribute to his accomplishments—many Pure Oil dealers have even more enviable records. On the other hand, it is presented as a true-to-life story of a typical young man who chose this business for his life's work and what he did about it to become successful.

"It is hoped that not only will this story prove interesting to new men just starting in this business, but that it will also be an inspiration to them in their efforts to success."

William P. Marquam, sales promotion manager of the Pure Oil Co. and secretary-treasurer of the National Society of Sales Training Executives, explains the idea:

"Briefly, we had three primary ideas back of the compilation of this book which is being placed in the hands of every man identified with the retail sales end of our business: (1) We wanted to get together under one cover, in interesting and attractive form, the fundamentals of





SERVICE STORE UP-KEEP SCHEDULE

"Appearance Counts"

DAILY UP-KEEP EXCEPT WHERE INDICATED — MARK ☒ WHEN DAY'S JOB IS COMPLETED

	S	M	T	W	T	F	S
OUTSIDE							
PUMPS (Polish weekly)		☒					
ISLAND SUPPLIES	☒	☒					
DISPLAYS	☒	☒					
AIR HOSE	☒	☒					
DRIVE-WAYS & SIDEWALKS	☒	☒					
FLOWERS	☒	☒					
GRASS	☒	☒					
TRASH DISPOSAL (weekly)		☒					
LUBRIDOME							
LIFT	☒	☒					
FLOOR	☒	☒					
GREASE GUNS (clean & refill)	☒	☒					
BENCHES & SHELVES	☒	☒					
OIL DRUMS & LUBESTERS	☒	☒					
USED OIL	☒	☒					
BATTERY CHARGER & RACK	✓	✓					
CHECK LUB. OIL STOCK	✓	☒					
CHECK GREASE STOCK	☒	☒					
CHECK TIRE TOOLS	☒	☒					
TIRE REPAIR SUPPLIES	☒	☒					
TUBE TEST TANK	✓	☒					

	S	M	T	W	T	F	S
REST ROOMS							
LADIES'	☒	☒					
MEN'S	☒	☒					
OFFICE							
COLD DRINK CASE	☒	☒					
SWEEP	☒	☒					
DUST	✓	✓					
DISPLAY CASES	✓	☒					
CHECK TBA STOCK	✓	☒					
WINDOWS							
OFFICE & DISPLAY (weekly)		☒					
REST ROOMS (weekly)		☒					
LUBRICATION DEPT. (weekly)		☒					
WASH RACK							
FLOOR & DRAIN	☒	☒					
SUPPLIES	☒	☒					
COMPRESSOR							
CHECK OIL LEVEL (weekly)		☒					
CHECK BELT TENSION (weekly)		✓					
CHECK PRESSURE LEAKS (weekly)		✓					
DRAIN (weekly)		☒					
INSPECTION AT 10 A.M. P.M.							

UP-KEEP THAT'S PART OF EVERY JOB.

1. Clean and replace all tools
2. Clean floor or bench
3. Pick up trash or discarded parts
4. Replenish used supplies
5. Note items needed in "Want Book"
6. Clean equipment

PLANNED WORK IS EASY WORK

784

CLEANING UP AND KEEPING UP: A neat station is one ready to serve customers and eager for business. Ways to maintain appearance: catch the drip before it becomes dirt on the lubridome (left); have a check-off schedule for all clean-up.

successful service store operation *without preaching;* (2) we wanted to get something into the hands of dealers and their helpers to show them that *lifetime opportunity* lies ahead of them, and so do something to cut down the turnover of men; (3) we wanted to *upgrade the job,* to put our men who sell to the public in a class with the successful druggist, grocer, etc.

"To be successful our men must be good merchants. To add to the dignity of their standing we have discarded the time-worn appellation of service station. We now call our outlets 'Service Stores.' That name has been well earned because successful oil company outlets are now places where real merchandising of products is done."

The story of "Red" Schadler starts with an old picture from the family album and then pictures him at various points in his youth. Red gets a job, $22.50 a week as shipping clerk in a container manufacturing plant and marries a St. Joe girl, Jane Farnum. Red, a gregarious soul, doesn't like the confinement of the job. So Red quits to get a job at a filling station. Comes now the first moral in the story.

Red learns that Pure Oil is building a station on one of the best corners in St. Joe and he goes after the job of getting it. He pulls all the strings. He's turned down because of his youth and inexperience.

Bob Criddle, district manager for Pure Oil, has kept his eye on Red all the time. Good district managers are, as everyone should know, "talent scouts." Months pass and Pure Oil decides that the station needs a new manager. Bob and Red get together and talk it over. Bob likes Red's persistence in keeping after what he wants. A deal is made.

A picture shows Red on a step-ladder nailing up his shingle, RED SCHADLER, over the door of the station. It hasn't become a Service Store yet. Red and Jane begin to plan their how-to-get-business program. They talk it over with Bob Criddle.

Jane tells Red that she has noticed that whenever stores offer bargains the crowds flock in. They decide that they want to offer and advertise a bargain. Finally they settle on a $2.89 car polish as a bringer-in of customers. They have postal cards printed and Jane addresses and mails them, to from 20 to 30 prospects a day. They do a lot of telephone solicitation augmented with leg work.

Personal solicitations, in a short time, suggesting that he keep close mechanical and oil checks on business cars, net him these new customers: Eight grocery stores, two beverage companies, one coal company, one undertaker, one nursery, one furniture company and two factories.

Business grows and pretty soon



DISTAFF COOPERATION: Pure Oil never underestimates a dealer's helpmate—Jane's combined careers as homemaker and business associate receive full credit.



That's a frequent request from advertiser to printer, and one the printer likes to follow. Fifty years of Champion service has convinced advertisers and printers that here is real value in fine papers . . . high quality, fine pressroom performance and better printed pieces. Champion has a complete line for letterpress and offset; there's a paper well suited to your job. In three great mills, 7200 skilled men and women produce this varied line on nineteen huge paper machines. Long experience, utmost care, excellent materials, scientific manufacturing control—all go into this Company's daily output of two million pounds. Print that next job of yours on Champion paper!

THE *Champion Paper* AND FIBRE COMPANY . . . HAMILTON, OHIO

Manufacturers of advertisers' and publishers' coated and uncoated papers, bristols, bonds, envelope papers, tablet writing and papeterie . . . 2,000,000 pounds a day

MILLS AT HAMILTON, OHIO . . . CANTON, N. C. . . . HOUSTON, TEXAS

District Sales Offices

NEW YORK · CHICAGO · PHILADELPHIA · DETROIT · ST. LOUIS · CINCINNATI · ATLANTA · SAN FRANCISCO







BRING 'EM BACK FOR MORE: Point out the customer's needs . . . parts and oil (left and below). Remind him when an oil change is necessary. He'll be assured of personal interest in his car and return for servicing, Pure Oil moralizes.

Red's younger brother, "Pinkie," is added to his staff. Business grows some more and another brother, Harold, comes into the picture. Then, finally, the kid of the family, Jim.

While all this has been going on Red has dutifully followed suggestions offered by Bob Criddle. Bob is an authority on Pure Oil's sales methods and is often around to suggest and be helpful.

Everything was going fine and the goose hung high with Red until—along came war. The war grabbed Pinkie. The war caught Harold. Finally, Jim grew big enough to fit into a uniform. The whole oil station business fell on Red's shoulders and, among other things, along came two small sons—Tom and Bruce.

At one time during the war Red, too tired and too burdened, begins to let down. Bob Criddle, always watchful, notices it and comes to Red to give him a heart-to-heart talk and another moral creeps into the story. Bob tells Red that now, when all his competitors are letting down, he must try harder than ever. Red sees the point and goes after it hot and heavy again. The result is that when the war is over, because he has given exceptional service in the tough years, he has remarkably loyal customers.

With Pinkie back, and competition back—for finally the war ends—Bob finds that there is time to think more of what a fine service store should be. He ponders: A clean service store means fewer laundry bills, less cleaning supplies needed, less wear and tear on shoes, boots, hose, brooms, etc., less time and energy spent looking for things, fewer accident caused by grease, tools and waste not picked up, fewer customers lost—tired of waiting to get service or work done. The story moralizes:

"It is strange but true that there can be just as much dirt in a clean service store as a dirty one. The only difference is in where the dirt is. In a clean store it is where it belongs, in rubbish-cans or other containers provided for the purpose.

One day Bob Criddle, the expert, learned a lesson from Red. Bob stopped in as Red was doing a tire-switching job. The customer was watching every move Red made. Each time Red took off a tire he'd wait for the customer to point to the wheel on which he wanted it.

"What's the matter?" Bob asked, after the customer left, "Don't you know how tires should be switched? Haven't you one of those charts?"

"Sure I do!" Red retorted, "but I also know this customer. He wants them switched *his* way, charts or no charts. And who am I to argue with him? I tried that once and almost lost his business. He's the boss and what *he* says goes."

In preparing the book, Pure Oil writers rang door bells in St. Joe and interviewed 40 of Red's customers. Photographs of many of them, some with quotations, appear in the book.

The Pure Oil book, borrowing the technique of film photography, shows close-ups of working hands.

There's a lot more to the book—including the family budget worked out by Red and Jane. When Red was making about $4,200 a year he made it a policy of taking out $55 a week as his salary. The rest was kept in the business as surplus.

"Life with a Pure Oil Dealer," the story of Red and his folks, his hopes, ambitions and successes, is so humanly written that it seems as if any service station operator—beg pardon, Service Store man — can hardly help but sit down and read it "from kiver to kiver." And that's just what Pure Oil intended.



Millions of calls are made-to-order every hour

Every telephone call is made-to-order on the spot.

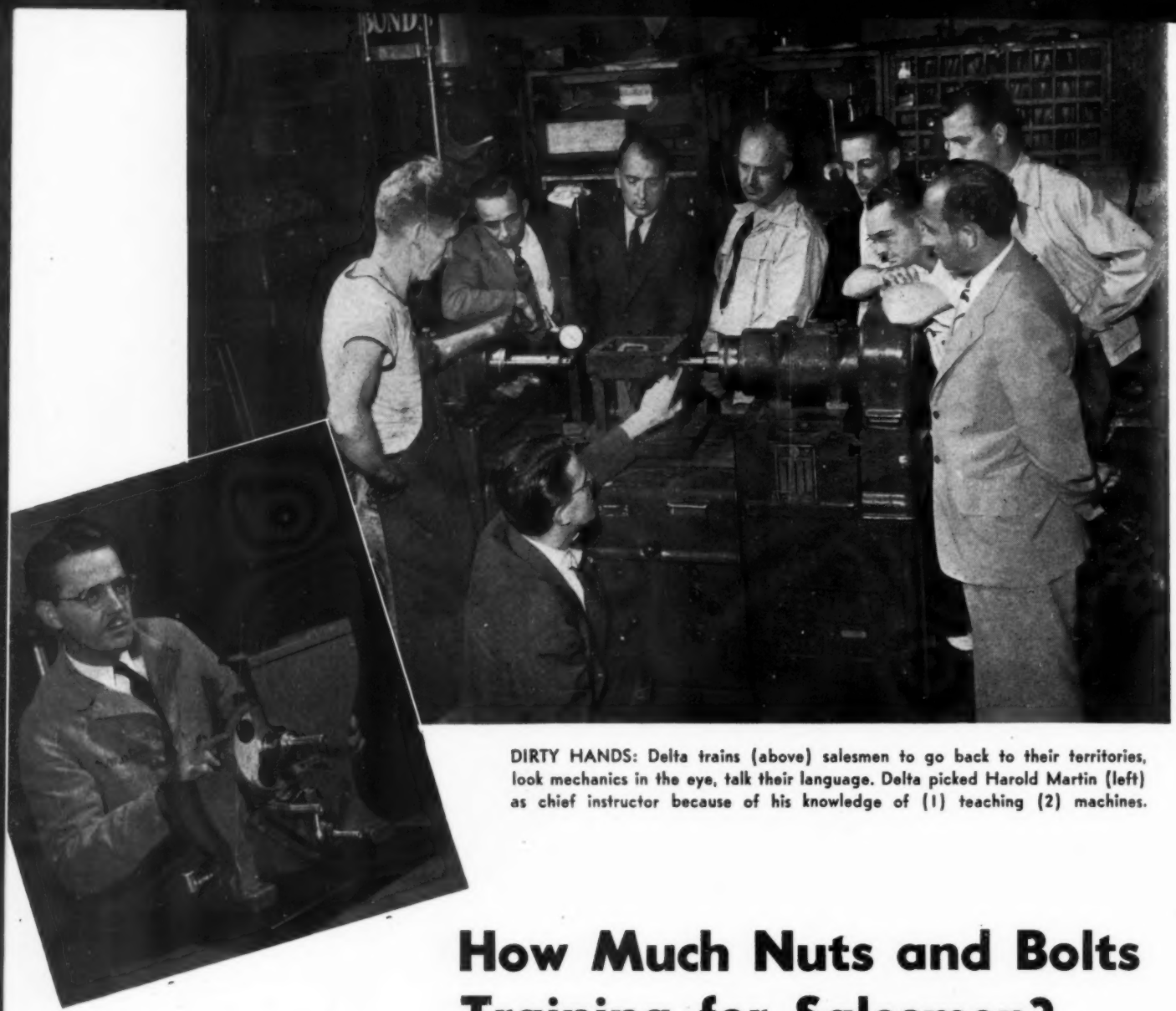
This is not a mass production industry. There's no way to manufacture a lot of telephone calls in advance and store them for future need.

Your call may be across the street. The next may be across the country. It may be the middle of the day or the middle of the night.

But whenever you call and wherever you call, the telephone company must be ready. It must — in a matter of seconds — provide the people and equipment to carry your voice to any one of millions of other telephones near or far.

And do the same thing for millions of other people every hour.

BELL TELEPHONE SYSTEM



DIRTY HANDS: Delta trains (above) salesmen to go back to their territories, look mechanics in the eye, talk their language. Delta picked Harold Martin (left) as chief instructor because of his knowledge of (1) teaching (2) machines.

How Much Nuts and Bolts Training for Salesmen?

"Plenty!" says Delta. Company schools for distributors' salesmen keep the boys "on their feet—at the machines." They learn mechanics, application and service on the line.

BY WALTER E. SCHUTZ • ***Director of Advertising & Sales Promotion, Delta Manufacturing Division, Rockwell Mfg. Co.***

"A wise, low-cost investment." That's how we describe the money which Delta Manufacturing Division, Rockwell Manufacturing Co., Milwaukee, has put into training of salesmen from Delta-Milwaukee's distributors since December, 1943.

This training investment includes a direct out-of-pocket cost to us of about $50 per man for hotels, meals and incidental expenses while each salesman is in Milwaukee for our week-long training course.

The purpose of the course is to help our distributor salesmen to increase their sales when they have to dig for sales. That day hasn't arrived yet, but even now we can see dollars-and-cents savings to ourselves in many unanticipated ways.

Results could be seen after the first few groups had gone through our school. We noticed first that distributors were asking us fewer questions, especially on points which should have been cleared up when they first took the Delta line. Then, our own field men told us they received fewer purely service call requests. This meant distributor salesmen had more time to do a better selling job. Next, ultimate users began to tell us they were getting better service from distributor salesmen. Customers also expressed greater confidence in salesmen who had taken the course, and in dealing with mill supply houses they represent.

Delta's problems are similar to other manufacturers selling exclusively through mill supply distributors. Distributor salesmen handle many other kinds of products in addition to our line of tools. Delta is competing for a larger share of the salesmen's time. So our training must directly help the salesman.

That's why Delta has set these objectives for the course:

1. Tell and show salesmen more about Delta machines. This includes showing salesmen the *limitations* of our machines so that they will undersell rather than over-sell. This builds customer confidence in the salesman, his distributor, and prepares for repeat sales.

2. Show salesmen how to sell the entire line. The drill press is our most popular unit, but Delta also

A CHAMPION IN FIELD CROPS... A SPECIALIST IN LIVESTOCK AT 17



OUTSTANDING in the parade of champions at the annual 4-H Club congress in Chicago last December, was Harris Hill, 17 years old, of Garland, Texas. This young farmer excelled in field crops, raised in 1946... 14 tons of cane from 4 acres ... 10 bales of cotton from 28 acres... 308 bushels of hybrid corn from 14 acres... 380 bushels of wheat from 25 acres.

Harris Hill, as do more than 154,000 other Oklahoma and Texas 4-H farm boys and girls, represents the modernity and the progress of Southwestern agriculture . . . an alert type of thinking that likewise characterizes the editorial structure of The Farmer-Stockman.



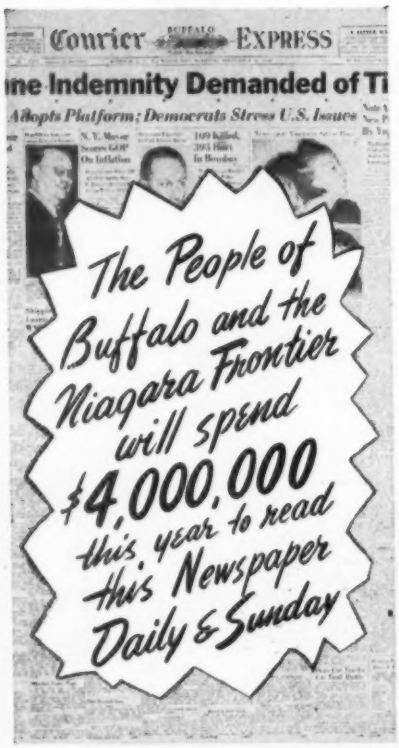
While the chief interest of Harris Hill is in field crops, his livestock projects have played an important part in an income of $17,890 from his 4-H activities.



THE FARMER-STOCKMAN

Oklahoma City · Dallas

THE OKLAHOMA PUBLISHING CO.: THE OKLAHOMAN AND TIMES—WKY, OKLAHOMA CITY—KVOR, COLORADO SPRINGS KLZ, DENVER AND WEEK, PEORIA UNDER AFFILIATED MANAGEMENT—REPRESENTED NATIONALLY BY THE KATZ AGENCY



REACH BUFFALO'S BUYING POWER thru the

Buffalo Courier-Express

Buffalo's Only

● Morning and Sunday Newspaper ●

REACH THE Active* HALF



* The Post is edited for the *active* buying half of Cincinnati—the 155,000 alert families who *actively* respond to advertising.

The Cincinnati Post

REACHES 57% OF CINCINNATI

makes metal-cutting band saws, grinders, cut-off machines, and so on.

3. We want our home office staff to get on a "Bob" and "Jack" basis with our distributor salesmen. You have no idea how this has paid dividends.

4. We want our distributor salesmen to know about our production and sales plans so they can provide informed answers when they face their customers' questions.

We decided that our training should be well organized if it were to have lasting value. So we didn't launch the course full-blown. Instead we pre-tested it. We put Delta's executive personnel through the course first. By comparison with the present course, the original one had many "rough" spots. Then we put our foremen through the school. This was an eye-opener. These foremen quickly brought out practical pointers for the "get your hands dirty" training we had in mind for salesmen.



MESHES SALES & ADVERTISING: Walter E. Schutz explains to salesmen the part publication advertising plays in sales.

This experience taught us the value of a full-time instructor who knows as much about the technique of teaching as he does about Delta machines. So we hired a principal of one of Milwaukee's schools to construct a course based on the best teaching methods. Then we put our own district salesmen through the re-vamped course. This is the standard training now given to our distributor salesmen.

The course is conducted by Harold Martin, chief instructor, and George Madeska, one of our sales engineers. Some years ago, Mr. Martin took a large bus fitted with Delta machines on a nation-wide demonstration tour. So Mr. Martin knows Delta machines—and he can talk about them in the customer's language.

Each Delta training group is kept small on purpose. By limiting each class to six or eight salesmen we can give each man much more time to operate Delta machines himself. We want salesmen to spend most of their time on their feet around the machines, not only operating them, but making adjustments, and replacing quills and spindles. They have to do these jobs when they service units for customers. This eliminates the tedium of sitting for hours on end listening to a demonstrator *talk* about how it should be done.

Each group, as far as possible, is made up of salesmen with equal experience. Men who have sold Delta machines for five years or more go into one group, while others who have less experience go into a separate class. In this way, we can adjust the course according to the needs of each group.

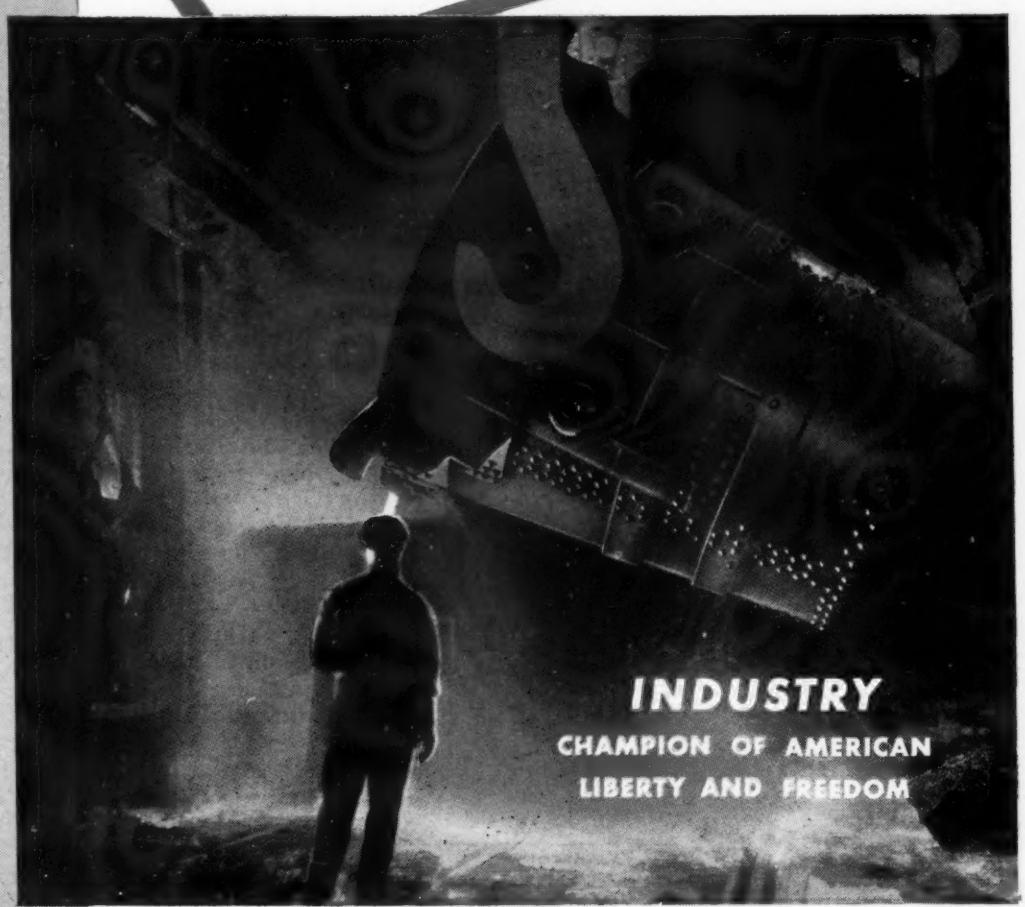
Delta's field salesmen extend invitations to distributors and secure the names of distributor salesmen who might be interested in the course. Then we send an eight-page folder about the course to them. We make it perfectly clear that Delta pays expenses for each man while he is in Milwaukee. Of course, the distributor pays his salesman's salary and travelling expenses to and from Milwaukee.



IDENTIFYING MARKETS: Arthur Taylor, ass't sales manager, stresses need to relate markets to Delta products.

Personal invitations are sent to each group of salesmen by Arthur Taylor, assistant general sales manager. Mr. Taylor tells each salesman that Delta has reserved a room for him at the Astor Hotel and that the salesman's name has been given to the hotel so he will be properly received. Upon arrival, each salesman is given a map of Milwaukee and a list of the better restaurants. Two or three Delta executives have lunch with the

LET'S GO AMERICA



MICHIGAN'S GREATEST
ADVERTISING MEDIUM



WJR

50,000 WATTS

C. B. S.

Represented by
PETRY

THE GOODWILL STATION, INC., FISHER BLDG., DETROIT

G. A. RICHARDS
Pres.

HARRY WISMER
Asst. to the Pres.

OWEN F. URIDGE
V. P. and Gen. Mgr.

salesman on Monday noon and then bring the group to the factory for a tour. This social introduction breaks the ice so the men are ready for intensive schooling.

The school is in a separate building. It was built solely for this training. It's a room of modern design, very comfortable and quiet. There are comfortable chairs with wide arms for writing. Delta machines and cutaway models of arbors and spindles are around the walls. As soon as the group arrives in the class room, a photograph is taken of the men around the machines. This photograph is printed on cards which we distribute to the salesmen by Wednesday so they will have ample time to send cards to customers while in Milwaukee. We ask men to bring names and addresses of their customers and prospects when they come.

We tell the group at the start that the course is not a week's vacation. This sets the perspective. The course is timed, so we also inform the men that we do not have long talks.

During the week, each salesman is given an explanation of how to operate and service each Delta machine—and then he operates and services the machine himself. Then each salesman is given an oral or a written examination on each machine. Questions are on mimeographed sheets. Papers are graded. Afterwards, each salesman can fill in the correct answers himself on the sheets. Thus salesmen, when they leave, have all the correct answers on the sheets and they know their weak points.

We present each salesman with a large leather binder containing data on the entire course. The salesman's name is stamped in gold on the cover. The book is the salesman's personal property as long as he stays with the distributor. Should he leave, he returns the book to Delta. This book contains a large amount of confidential material. It is true that competitors may be able to secure copies of the book. But which is the most harmful—to keep hundreds of your own salesmen in the dark about your own products, or your competitors? We know informed salesmen will do a better job for us.

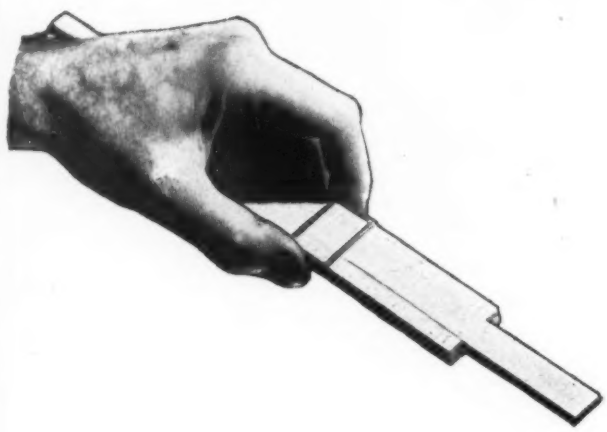
What Salesmen Want

During the course, the members of the Delta staff talk to the group. Robert Melius, Delta's sales manager, discusses sales operations. Mr. Taylor talks about markets. Ben Eldridge, service manager, tells about Delta's policy on servicing.

The subject of advertising is taken up during the course, too. At Delta, there is a complete over-lapping of advertising and selling. Mr. Melius, Delta's sales manager, does a large amount of advertising work, and my functions extend into the sales department. That's why advertising is an integral part of the sales department.

There's no fixed entertainment during the Delta training week. At noon each day, two Delta executives usually take the group to a nearby restaurant. The men are entirely free in the evening. All we ask is that they arrive with a clear head at 8:30 A.M. The lack of formal entertainment jibes with the wishes of distributor salesmen as shown by a recent survey of *Mill Supplies*.

The *Mill Supplies* survey also shows that distributor salesmen admire the serious conduct of the Delta school and the lack of horseplay. Delta does have a small amount of humor with the course, but it actually takes place two weeks after the salesmen have returned to their offices. At that time, Delta sends each man a diploma showing that he is a graduate of "Delta University." Frankly, the diploma is double-talk. The diploma states that its owner is now a "dynamically balanced, pre-loaded exponent of Delta machines."



MEASURED RESULTS

Weighing the facts **helps** us to make decisions. But **measured results** give the true answer.

The facts conclude that WMC is first in the Mid-South's Billion Dollar market. **Results** will confirm them!

WMC

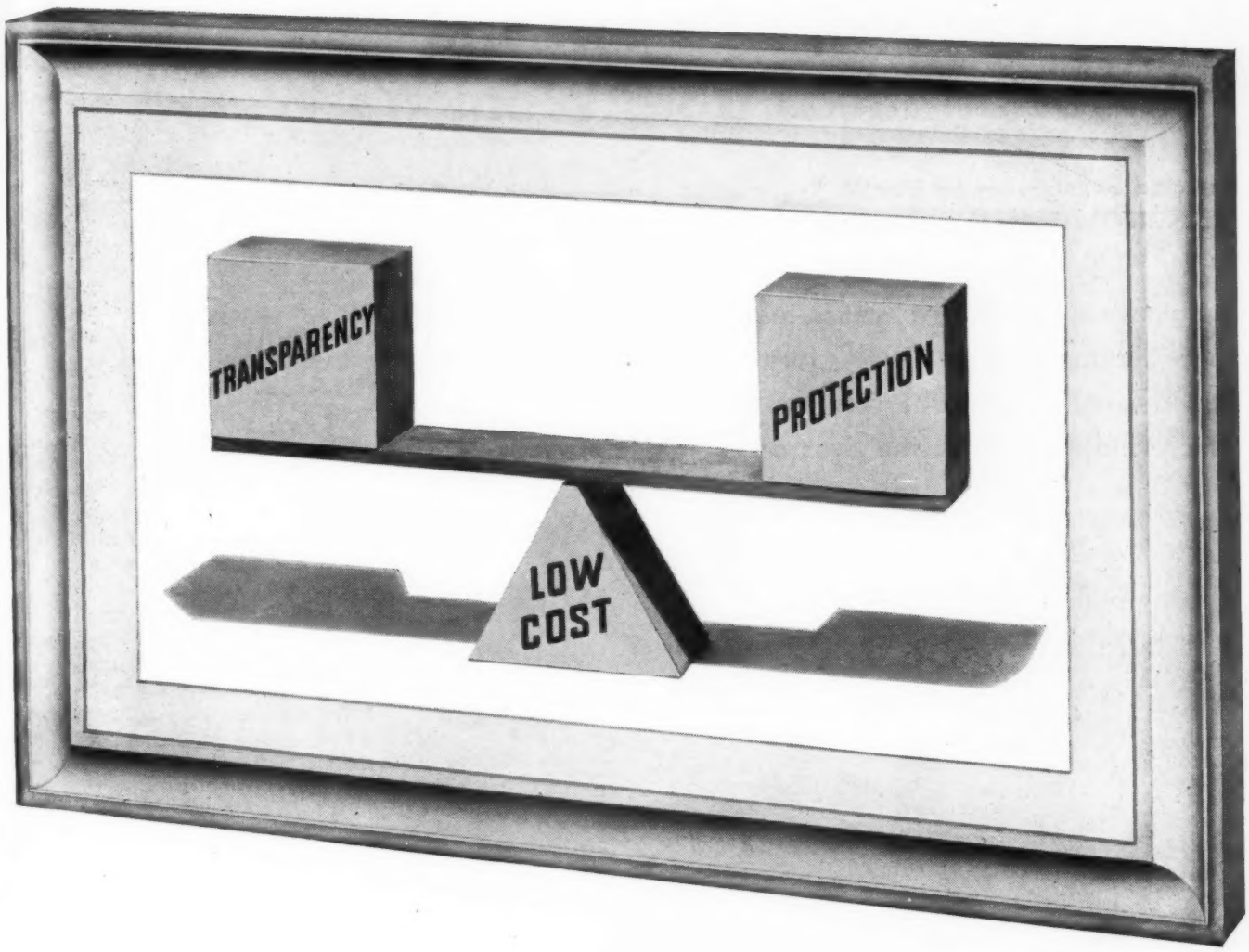
"the station most people listen to most"

★ MEMPHIS ★ 5000 WATTS DAY AND NIGHT

NATIONAL REPRESENTATIVES,
THE BRANHAM CO.

OWNED AND OPERATED BY
THE COMMERCIAL APPEAL

AFFILIATE



KEEP THIS BALANCE

in your packaging picture

The sparkling transparency of Du Pont Cellophane makes it a self-service salesman. The chemically tailored protection available in over 50 different varieties of Cellophane and cellulose acetate safeguards the quality demanded by today's consumer . . . and the low cost of Cellophane's transparent protection satisfies your need for true economy. It is this combination of advantages that makes Du Pont Cellophane fit the balanced packaging picture.

The demand for Cellophane far exceeds the present supply. We are doing everything possible to hasten the time when we and the converters of Cellophane can again meet all requirements. E. I. du Pont de Nemours & Co. (Inc.), Cellophane Division, Wilmington 98, Delaware.

DU PONT
REG. U.S. PAT. OFF.

YOU STRIKE THE RIGHT BALANCE WITH

Du Pont Cellophane

Shows what it Protects—at Low Cost

BETTER THINGS FOR BETTER LIVING
. . . THROUGH CHEMISTRY

Men's Ties Swipe Design and Promotion Ideas from Women's Wear

Based on an interview by Etna M. Kelley with
N. S. GOLDSMITH • ***Manager, Arthur Siegman, Inc.***

Imaginative fabric treatments, each based on a theme, keep Siegman cravats in the forefront of dealer interest. The designs themselves suggest colorful window pieces which kindle sparks in the eyes of even casual "lookers."



ADVERTISEMENTS PROCLAIM: Step this way for bright ties.

By taking a leaf from methods used in merchandising women's fashions, Arthur Siegman, Inc., New York City, is increasing sales and brand acceptance for its Signet line of men's neckwear.

N. S. Goldsmith, manager of Siegman's Tie Division, holds the conviction that (1) men really want to wear touches of color in their business and street clothes as well as in sportswear; (2) that the men's wear industry would benefit by the injection of a fashion angle and by using the same techniques as those used in selling women's wear. That belief is paying off.

Mr. Goldsmith started putting his ideas into practice in 1941 when his company introduced a line of ties in gaily colored prints, tying in with a popular exhibit at the Museum of Modern Art. Acceptance of the line, priced at only $1.50 (though the ties were of real silk) was just fair, But Mr. Goldsmith was not discouraged. He felt that men must be given time to accept the idea—new for a moderate-price tie. Later a line of "Fantasia" print ties based on the Disney movie was brought out. Then came the war with attendant shortages, which did not prevent the gradual increase in popularity of bold and colorful neckties. Meanwhile, Siegman's management was laying plans for an aggressive campaign to sell gaily colored ties both to consumers and to merchants.

It seemed only logical to believe that such a line, if supported by vigorous advertising and promotion, would succeed. It is generally conceded that women buy about 75% of men's ties in this country. Women like color and are responsive to promotional efforts. Dealers regard ties with favor, partly because the mark-up is good (40% or higher) and partly because ties are easy to sell. No sizes are involved, which keeps down wasteful inventories and saves the time a retail salesman gives to each unit sale. Besides, ties inject a note of color into a men's wear establishment and brighten up its windows and interior displays.

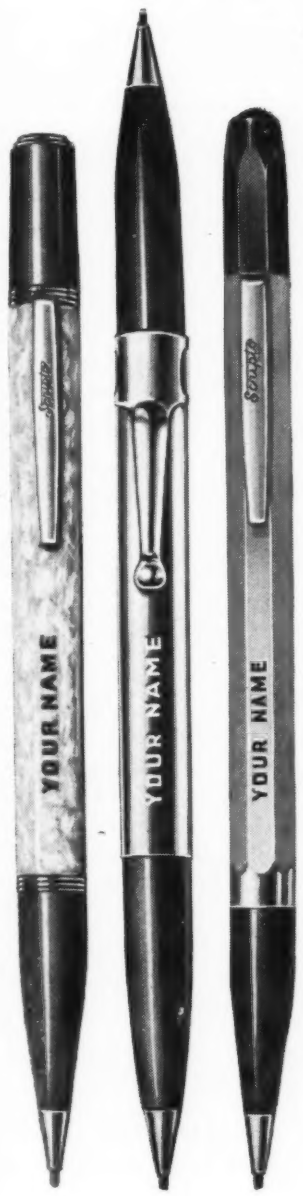
Though dealers were known to be as conservative as the merchandise they had been selling, there was a good chance that they would handle the new, less conservative lines if they felt their clientele could be induced to accept them. Meanwhile, other manufacturers were selling gay ties in limited quantities at higher prices, sometimes for as much as $20.

When the war was over, Siegman was ready to go ahead with a new line of all-silk ties priced as low as $1.50 retail, considerably lower than the price of most other ties outside the category of conservative checks and small prints. The merchandise clicked, and Siegman felt justified in embarking upon an aggressive campaign which is now under way. It broke with a fashion show and preview of the ties on January 16 during Neckwear Week at the Plaza Hotel in New York City, attended by 800 representatives of the trade from all over the United States.

The new line includes some unusual values, such as an all-silk hand-painted tie for $1.50. No tie costs more than $5, and these are in the

Let the pencil with millions of friends make friends for YOU

EVERYBODY who spends money uses a pencil. That's why a quality mechanical pencil is the advertising gift of *universal* appeal . . . a sure-fire builder of sales and goodwill. » Now, in "Adgif" pencils, Scripto . . . world's largest maker of mechanical pencils . . . brings you all the famous Scripto features, *especially adapted for use as advertising gifts or premiums.* Four new models—three offering the long 4-inch Scripto lead that writes 22,000 words and one that writes red and writes blue. Available in a wide price range and generous choice of colors, with or without your company imprint. » Scripto pencils are advertised every month in *Life, Time, Collier's,* and *Saturday Evening Post.* For full information on Scripto "Adgif" pencils, mail the coupon today.





Scripto
REG. U.S. PAT. OFF.

LONG-LEAD PENCILS

No advertisement like a pencil
No pencil like a Scripto

ADGIF COMPANY, Dept. SM-2
Division, Scripto, Inc.
Atlanta, Georgia

We'd like to know more about Scripto "Adgif" pencils and what they can do for us as premiums or as advertising specialties.

Name_____

Title_____

Firm Name_____

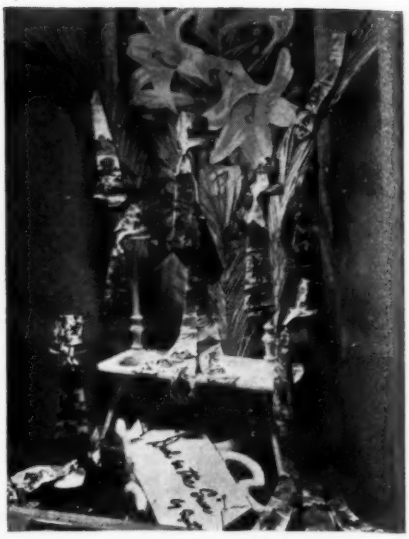
Street_____

City_____ State_____

minority. Siegman could have asked more for the ties, but deliberately priced them lower so that if there is a break in the silk market there will be no bitterness, either among retailers or consumers, because of declining prices. Also, the comparatively low prices will enable retailers to keep down their inventories and to reorder without regrets.

Borrowing techniques from the women's fashion industry, Siegman sends out salesmen (who sell direct to retailers) well fortified with promotional ideas and materials, all carefully timed. Through Grey Advertising Agency, New York City, four-color, full-page copy is being placed in *Collier's, Esquire, Holiday* and *Time*.

Siegman's method is to jump hard into a promotion—"to get into it fast and then out," as Mr. Goldsmith expresses it, according to a pre-arranged schedule. This spring, for example, there are four "big" promotions and a number of lesser ones which may be emphasized or not according to dealers' preferences. The big ones are "Duel in the Sun," with the motion picture of the same name as the theme; "Circus," "Travel," and a "Father's Day" promotion. The company furnishes mats, reprints of magazine ads in poster form, and display ideas.



SIGNET TIE-IN: This Easter window display at Selber Bros., Shreveport, La., ties in with "Duel in the Sun" movie. Fabric design of tie includes cowboys, western scenes.

One of the selling tools carried by each Siegman salesman as he calls on the trade is a spiral-bound book illustrated by reproductions of the company's advertisements of new lines which will appear in national magazines, by sketches for window displays and other materials to stimulate dealers.

The book for March, for example, is based on the Selznick movie, "Duel in the Sun" (the tie fabric design including cowboys, horses and other Western motifs).

For the line of Circus ties, including designs of stylized clowns, balloons, and girls on trapezes, there are similar easy-to-follow suggestions. For instance: "Cut out the two big clown heads and paint them in colorful tones, making sure that their expressions are happy and pleasant. Mount them on the window background . . . suspend a trapeze bar (on which ties may be hung) . . . heap sawdust on the floor . . . add horns, whips, crackerjack, etc."

There are 23 salesmen on Siegman's staff who cover large and medium-size department stores and men's outfitting shops throughout the country. They are paid on a commission basis and their earnings range from $5,000 to $50,000 yearly.

Sales meetings are held twice a year in New York. They last only one day, but are planned to enable the men to absorb a great deal of concentrated information. In fact, it is because of the showmanship and

GREAT INDUSTRIES IN THE *Growing* GREENSBORO MARKET

PROXIMITY . . . world's largest denim manufacturer operates 470,000 spindles and 14,000 looms in their 16 plants. Approximately 6,000 freight cars are required to move the 300,000,000 yards of cloth manufactured annually. 8 of these plants and the home office employing over 8,000 people are in the Greensboro area.

Proximity Manufacturing Company and the internationally known Cone "Seal of Service" is part of the vast manufacturing activity and one of the strong factors in the balanced economy of the Growing Greensboro Market.



HERMAN CONE
President





YOUR sales plans should center in this rich, fast-growing market with 631,000 population and retail sales of $290,642,000* in the ABC Retail Trading Zone. Reached through the NEWS-RECORD with more than 89,000 daily circulation and better than 64% coverage of families in the ABC Retail Trading Zone.*

*1947 Sales Management Figures

Greensboro News-Record

GREENSBORO, N. C.

Represented by Jann & Kelley, Inc.



Bless their home-loving hearts

...PICTORIAL REVIEW HUSBANDS BOUGHT $90,000 WORTH!

IT'S ONLY NATURAL, SINCE

Nowhere Else does such a star-studded cast of writers and artists go to work to help you sell

Nowhere Else among magazines does the magnetism of *local* entertainment news draw people to your story

Nowhere Else is advertising so rigidly limited in order to assure your message of *spotlight visibility*

Nowhere Else can you pick your markets—from 1 to 10—*as you like*

How often can you take the pitcher to the well? It seems that when the well is as wide and deep and rich as Pictorial Review you can scoop up full pitchers without limit.

Look at the experience of the D. Van Nostrand Company. Not once—not twice—but *three times* they repeated the same ad. And every time, Pictorial Review's home-body husbands forked over $30,000 . . . a total of $90,000 worth of orders.

And that's real money in any man's language. Every week or any week you can reach this same responsive well of home-owning, home-loving families through Pictorial Review. Dip in, and fill your pitcher.

IN OVER 6,250,000 HOMES **FROM COAST TO COAST**

Pictorial Review

covering 10 major markets through the Sunday issues of

New York Journal-American	Detroit Times	Los Angeles Examiner
Baltimore American	Chicago Herald-American	San Francisco Examiner
Pittsburgh Sun-Telegraph	*Milwaukee Sentinel	Seattle Post-Intelligencer
	Boston Advertiser	

(*Milwaukee Sentinel represented for Pictorial Review only)

A HEARST PUBLICATION REPRESENTED NATIONALLY BY HEARST ADVERTISING SERVICE

ACCURATE, THOROUGH CLIPPING SERVICE

Your ads, your competitors' and dealers' ads, news, pictures, editorials... from 5,000 magazines and newspapers. Publication name, date, and circulation attached to each clip.

Burrelle's
ESTABLISHED 1888
Barclay 7-5371
PRESS CLIPPING BUREAU
165 Church Street, New York 7, N.Y.

The management man's preferred source of daily business news in the nation's greatest industrial area — the Central West.



Chicago Journal of Commerce

1st in Readership
NUMERICALLY BECAUSE OF ACCEPTED EDITORIAL CONTENTS
Building SUPPLY NEWS

want replies?
NEW YORK TIMES
gets them by using
the REPLY-O LETTER



Write to the
REPLY-O PRODUCTS CO.
150 WEST 22nd St., NEW YORK 11

drama of the sales meetings that the Plaza fashion show was held. Salesmen suggested, "We should let the trade in on what we have."

Thirty different tie lines were shown at the Plaza, each in a setting which might inspire retailers. Paul McCobb, who designed the displays, had been told he must confine himself to settings which could be duplicated in the average store for from $15 to $20 apiece. He achieved his unusual effects chiefly by "unlikely" materials which had been cut into shapes or designs to suit the various ties displayed.

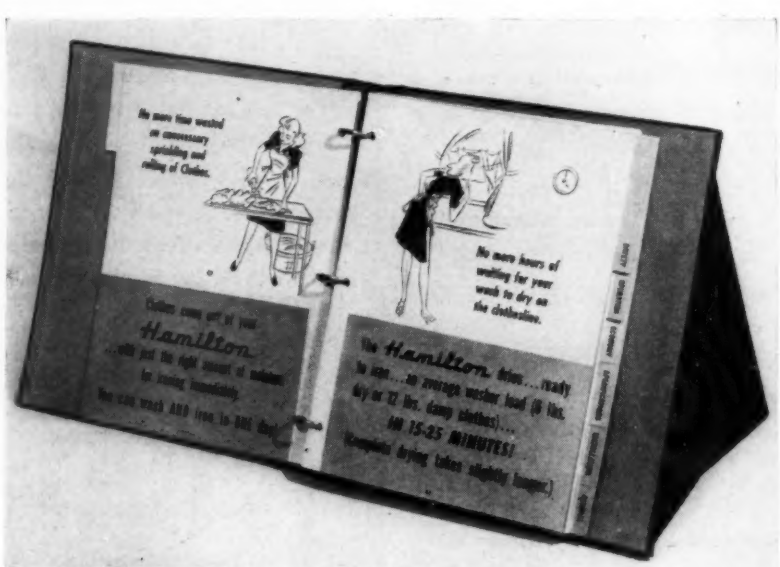
For example, a line of "Butterfly Crepe Prints," in which butterflies are a part of the tie fabric pattern, was shown with butterfly-shaped props cut from ordinary copper screen. Screening was also used as the material for umbrellas, the props in a "Weather Print" tie display. For the "Travel Print" tie displays there were what appeared to be suitcases "molded" of screen and of cane (the kind used in chair caning).

Most of the fabric designs of Siegman's new lines lend themselves to promotional activities. The travel prints, for example, show landscapes, trains, planes, boats and even luggage. Siegman has already started plans for tying in with railroads, steamships and airlines to plug the neckwear. "Dorsey Musical Notes," with musical instruments and notes in the designs, are easily displayed, as are "Rope" and "Shell Nut" prints. Others are "Fruit," "Jungle Flower," "Valentine," "Weather," and "Tonart Pastel Foulards."

Though relatively small ($40,000,000 a year, but going up), the men's neckwear industry is important in the men's wear field. Biggest volume is in ties in the neighborhood of $1.50. The trend is toward larger tie wardrobes, and members of the industry believe that men who were formerly content to own five or six ties now want a dozen or more, and even two dozen. The injection of fashion into tie merchandising is furthering this trend.

Arthur Siegman is in a class by itself, in that the company converts its own fabrics, and, for the most part, creates its own designs through staff designers. The firm's management wants retailers to make good profits and adheres to the 7-10 discount plan. "We don't sell staples; practically everything we have is a 'promotion,'" according to Mr. Goldsmith. Yet there's continuity in the company's policies. All its promotions are coordinated and fit into a long-range plan.

That these ideas are sound is apparent from the fact that Siegman's volume has tripled since 1942; and that, despite the fact that this is not, generally speaking, a good year for the men's wear industry, it is a good year for Siegman—as good as last season, which was very good indeed.



CONSUMER SALES MANUAL: When Hamilton Manufacturing Co., Two Rivers, Wis., entered the consumer durable goods field it had to start from scratch. To sell the new Hamilton automatic clothes dryer, the company now is issuing this self-contained retail sales presentation. Its pages are well illustrated and the words-per-page have been pruned to conserve the buyer's time.

So You Want to Change Your Company Name!

BY HANFORD MAIN
President, Sunshine Biscuits, Inc.

It sounds simple. You just announce that henceforth your new name is Sunshine Biscuits, Inc. instead of Loose-Wiles Biscuit Co. Mr. Main explains how strict attention to detail pays off in smooth transition from old to the new.

Sunshine Biscuits, Inc. went through a change of name during 1946. From a business angle, the change has been very advantageous.

The why of our decision to change the name of Loose-Wiles Biscuit Co. was unusual, but one which has faced any company whose trade name has become better known than the corporation name.

What Sunshine had to do to change its name should be fairly typical of what any large-scale, national company will face. The basic essentials should be applicable to smaller companies, too.

Sunshine was founded in 1902 as a manufacturer of biscuits and crackers and was named "Loose-Wiles Company" after its founders, Jacob L. and Joseph S. Loose and John H. Wiles. They built soundly and the company has always been a successful operation. The fundamental reason for the success is that they were the first bakers in America to bring the ovens out of the cellar and place them up in the sunshine. When operations were ready to begin, the sunshine was flooding through the windows of the newly established bakery and Mr. Loose declared, "our products shall be known as Sunshine products." And so they have been known from that day.

Under the Loose-Wiles name we had grown to become one of the largest biscuit manufacturers in the world, with 16 bakeries in various parts of the nation, some housing ovens more than two city blocks long, with 138 warehouses, three flour mills, a dairy, and more than 10,000 employes. Our total investment is more than $25,000,000 and our annual sales total more than $80,000,000. The size of the company and its physical spread were contributing factors which made this name-changing a task involving many details.

Why, then, change a successful name? Well, the original founders had called their first products, "Sunshine Biscuits." They followed with the idea of bright, sunny bakeries and the famous "Thousand-window-bakery" program. All planning centered around the health and purity of "Sunshine" products, even to the gleaming appearance of bakery equipment. That is why Sunshine Biscuits were among the first to stress sanitation, and to become associated in the public mind with cleanliness and purity.

Year-in-and-year-out the company had spent sizable advertising budgets to build the appeal of "Sunshine" Biscuits products. American housewives tied the name "Sunshine" with our products. They shopped for "Sunshine's Krispy Crackers," not for "Loose-Wiles' Krispy Crackers." More than $30,000,000 of advertising over the years had sold the Sunshine label to America!

It was this product popularity which caused the change. American housewives and grocers were the "why." They adopted the product name and called us "the Sunshine bakery." Our salesmen were "the Sunshine boys." We couldn't argue against such acceptance.

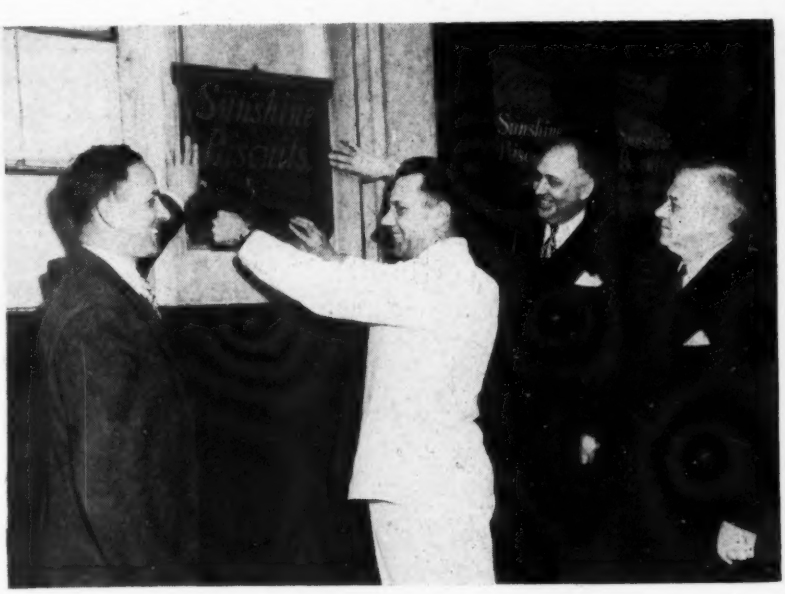
The decision was not reached suddenly. We had observed that the name of the product was overshadowing the name of the company and had discussed it during executive sessions for several years. No particular event precipitated the decision. It was simply decided that the time had come to make the change, and we did it.

The name of the Loose-Wiles Biscuit Co. was officially changed to Sunshine Biscuits, Inc., at a stockholders' meeting in New York City on March 25, 1946. It sounds simple in one sentence like that, doesn't it? Well, that was neither the beginning, nor the end.

The corporation has some 6,000 stockholders—quite a few of whom are women who hold the stock for investment. Most of them vote by proxy. As you can imagine, there was a good deal of paper work involved in arranging for a vote on the name change. Corporation officers will easily visualize the extent of this job.

Then, when the stockholders had accepted the change, we had the real job—seeing to it that everything and everyone involved in our operations reflected the stockholders' decision.

We created a special "change of name" committee and charged it with the entire task. We strongly recommend to others this centralization of responsibility. It permitted the program to proceed at a pace which would be impossible if such an activ-



HAPPY BAKERS: The Sunshine name changers are: (left-right) James Larrimore, New York bakery mgr.; Ray Novotny, mgr. maintenance; Norman Smith, sec. of change of name committee, and Hanford Main, president, Sunshine Biscuits.

ity was entrusted to many officials. It also allowed regular company operations to continue without interruption.

Members of the "change of name" committee were: Hector Lazo, director of public relations; H. L. DeBenham, manager, general sales department; Gene Flack, director of advertising and sales counsel; Stanley M. Jackson, director of biological research; W. A. Sullivan, manager of insurance, and Norman B. Smith, director of special projects, who served as secretary and sparkplug. There was also a special committee on packaging, headed by Mr. DeBenham.

Our attorneys were, of course, active participants. The legal phase involved compliance with required procedures of general and stock corporation laws in all the states. Thousands of stock certificates had to be returned for replacement with new certificates. And, of course, liquidating the Loose-Wiles corporations in various states where they had been separately incorporated, and re-establishing the company as Sunshine Biscuits, Inc. involved many legal turns and twists.

When it is considered that Sunshine Biscuits annually purchases more than 600 different ingredients from 41 of the 48 states, that such purchases aggregate many millions of dollars, and that its high turnover requires corresponding amounts of stationery, paper cartons, cellophane, fuels, etc., it is obvious that correspondence with suppliers involved much time and energy.

Then there were the problems of new business cards, the question of size and of style of type in which the new name should appear; newly-designed stationery, and check forms. You might be surprised by the number of man-hours required for these routine matters.

Announcements to the trade and letters to stockholders were signed by the president and forwarded by the committee as one of its functions. Then there were announcements to the press. Advertisements were placed with the food trade press showing the little Sunshine Baker removing the Loose-Wiles Biscuit Company sign and replacing it with Sunshine Biscuits, Inc. Special letters went to government agencies, principal accounts, and to all company officials and plants. There were announcements to individual company employes, through general letters, bulletin boards and house organ.

Make Haste Slowly

Changes were made in telephone listings—a slow process in the post-war period. Bank accounts were revised, new price lists issued, and all office forms were gradually replaced.

Letterheads are essential to any such job of communications and, of course, sufficient new supplies could not be obtained immediately. Stickers were used on old stationery.

Corrugated shipping cartons and containers, printed cartons and labels —all required new lettering and new designing.

The printed names had to be changed on more than 500 different kinds of containers. This, too, was done over a period of time, replacing the old as the letters were used.

The committee on packaging took over most of the details involving packages. Changes in product packages were made slowly, without drastic changes. The new Krispy Cracker package, for instance, emphasized better visibility, but was only slightly different from that used for many years. As a result, no great difficulty was experienced when the new packages were fed into consumer channels.

Another assortment of items which came in for attention included end seals and bag headers for containers, shipping tags, name strips, stickers, and even mailing plates of other companies which correspond with Sunshine.

3,000,000
Circulation Guaranteed
...ALL MEN*



* with apologies to the 2,000,000 women readers Daniel Starch says we have.

LEADS AMONG THE LEADERS OF TODAY...AND TOMORROW

ILLUSTRAVOX two-way presentation assures better, quicker training



WHEN Illustravox was introduced in 1932, America's leading industrialists were quick to foresee its training potentials. In a few years it had completely revolutionized training methods. Now field-proven in peacetime and war, Illustravox two-way training is the established *one best way—the most effective, the least expensive.*

●● Dramatic pictures and spoken words command interest and focus full attention on your training message. Trainees learn as much as 55% faster, and remember up to 70% longer than under former training methods.

●●● Today over 80% of all sound slidefilm equipment in use bears the Illustravox trademark. In all types of sales, service, industrial and safety training, Illustravox presentation does a thorough job. And increased employee efficiency creates better business, bigger profits and greater customer satisfaction. Consult your Illustravox dealer for a demonstration or write The Magnavox Company, Illustravox Division, Dept. SM-6, Fort Wayne 4, Indiana.

* * *

See "The Illustrated Voice." *Outstanding commercial film of the year, it shows how Illustravox can best be applied to your training and selling needs. Ask your Illustravox dealer or film producer for a showing today!*

ILLUSTRAVOX

THE ILLUSTRATED VOICE

DIVISION OF THE **Magnavox** COMPANY • FT. WAYNE

MAKERS OF FINE RADIO-PHONOGRAPHS



New uniforms were designed for employes, conforming to Sunshine's blue and yellow coloring but redesigned to meet the latest styles for food workers and meeting modern baking and packaging conditions.

All over the country there was an almost endless variety of vehicles, machines, signs, labels, bulletins, notices and equipment to be processed for the change . . . and part of such activity is still progressing.

The company has a fleet of several hundred trucks, and they had to be transformed with the new name in the company's yellow and blue color scheme. This required the purchase of decalcomania transfers and paint. Since these trucks were in almost constant operation, an astonishing amount of long range planning was required.

When the committee reached the signs project, they almost became discouraged. Many of the company's signs are mammoth affairs. For example, the illuminated sign atop the Long Island City bakery is one of the largest in the world—more than 600 feet in length and a beacon for aviators, with its 38 foot neon letters spelling out "Sunshine Biscuits."

Investigation revealed that many of the signs had recently been given a postwar painting, or had been erected recently. In keeping with the decision to use yellow and blue throughout, there was much additional renovation.

Transformation of the signs—and many other steps in the program—would have been sufficiently difficult in ordinary times. In the light of last year's conditions in materials, labor and transportation, the changes required great ingenuity, much work, and resourcefulness. Not complete, this work is in its final stages.

Watch the Details!

So, you still want to change your name! All right, then here are some pointers for your planners.

The most notable feature of our job was that nothing was wasted—nothing was discarded unless it failed to meet our modernization program's requirements. Obviously, this took time. We had the usual quantities of supplies on hand, but the gradual change-over permitted a minimum of trouble and expense.

The expense of such a program is considerable, but the real cost comes in the many thousands of man-hours and man-days of conferences, correspondence, planning, research, purchasing, and last but not least, of improvising. Production must continue, no matter what else is done.

Concentrated attention must be given to small details. Allocation of different phases of the program to those best fitted to handle them is not only advisable, but imperative.

Such a change, when decided upon, should be done as rapidly as possible, but face the fact that much time must be included in your calculations. Do not rush the work. Advance planning will avoid many later headaches. In other words, "hasten slowly."

And, after you have decided you can file the project as "finished," you may find, as we have, that people who have been reading your advertisements and buying your products have stubborn memories. After more than a year of work, Sunshine Biscuits, Inc. still receives each week at its various offices across the continent dozens of letters addressed to "The Loose-Wiles Biscuit Company" some from customers of forty years' standing. And this, in spite of the fact that long before we had actually officially changed our name to Sunshine Biscuits, many of the dealers in paying their checks to us had simply made them out to Sunshine Biscuits.

Advertising, and popularizing and establishing the reputation of a trademark that stood for everything a manufacturer wants his product to stand for had done its job well. Today the name of the company and the trade-mark are synonymous. We think the reason is that we have 45 years of keeping faith with the American public behind us.



In the first 90 days under new management, the circulation of *The Charlotte News* has been increased over 12 per cent. From 55,000 on Jan. 1, *The News* has jumped to 62,000 as of April 1. *The News* has . . .

Added 9 new syndicated features
Enlarged the Woman's Page
Increased the comics in all editions from 9 to 17
Revised Back Page feature layout
More than doubled state news coverage
Redesigned makeup of features and departments
Improved typography of classified ads

In the first 90 days, *The News* has added almost a half million lines of local and national advertising.

As the largest evening newspaper in the Carolinas, *The Charlotte News* serves a trading area of over a million, one of the three largest markets in the entire South.

The Trend Is To

THE CHARLOTTE NEWS

Charlotte, North Carolina

NATIONAL REPRESENTATIVE • THE KATZ AGENCY



Dear Editor...

Who's Who of "Survey" Buyers

On December 18, 1946, Frank Palmer, manager, time buying, Kenyon & Eckhardt, Inc., New York City, put in his reservation for a copy of SALES MANAGEMENT "Survey of Buying Power," publication date: May 10, 1947.

A flock of agencies and executives of companies in industries right across the board were hard on Mr. Palmer's tail with their reservations for the 18th annual Survey of Buying Power. Some of them are:

J. C. Penney Co., The Northwestern Mutual Life Insurance Co., Armour & Co., American Safety Razor Corp., Carrier Corp., General Electric Co., Telechron Inc., The Faultless Rubber Co., U. S. Savings Bonds Division, Treasury Dept.; Hiram Walker Inc., Pitney-Bowes Postage Meter Co., Prudential Insurance Company of America, Wilson Brothers, Bendix Radio Division, Bendix Aviation Corp.; Koppers Company, Inc.

The Coca-Cola Bottling Co., John D. Rockefeller, Jr., W. A. Shaeffer Pen Co., Office of the Housing Expediter, Mutual Benefit Life Insurance Co., The Parker Pen Co., Standard Brands, Inc., William S. Merrell Co., W. K. Kellogg Foundation, The Sherwin-Williams Co., The Celotex Co., Schenley Distillers Corp., The Trane Co., The Upson Co., Elgin National Watch Co., New York Life Insurance Co., United States Rubber Co., and many others.

The Biow Co., Dancer-Fitzgerald-Sample Inc., Lawrence C. Gumbinner Co., Newell-Emmett Co., William Esty and Company, Inc., McCann-Erickson Inc., Foote, Cone & Belding, Hill Blackett & Co., N. W. Ayer & Son, Inc., Young & Rubicam, Inc., and many others.

When the two and one-half pound, 480-page Survey of Buying Power hit subscribers' desks it apparently whetted their appetite for more copies. Some of the companies writing in for more copies are:

Encyclopaedia Britannica, (75 copies), Underwood Corp. (15), Western Electric Co. (4), Sears, Roebuck and Co. (12), Colgate-Palmolive-Peet Co. (3), Brown Shoe Co. (10) Abbott Laboratories (3), Carnation Co. (2), American Airlines System (2), Admiral Corp. (12), McKesson & Robbins Inc. (10), Armstrong Cork Co. (7), Philco Corp. (2), John B. Stetson Co. (5), The Manhattan Shirt Co. (2), Roberts, Johnson & Rand Division of International Shoe Co. (2), E. I. du Pont de Nemours & Co. (9).

The Magnavox Co. (15), Botany Mills Inc. (2), Mojud Hosiery Co. Inc. (7), Casco Products Corp. (4), Kirsten Pipe Co. (6), U. S. Time Corp. (5), Frankfort Distillers Corp. (5) and others.

Some of the advertising agencies requesting extra copies of the Survey of Buying Power are:

Badger and Browning & Hersey, Inc. (5 copies), J. M. Mathes Inc. (4), J. Walter Thompson Co. (2), Dancer-Fitzgerald-Sample (5), The



Get there first!

Use Chicago and Southern Air Cargo Service to clear the hurdles of time in transit. Overnight deliveries to destinations 1,000 miles or more away. Decrease the "time enroute" and increase the time your product is available for immediate sales.

Frequent schedules and connections with twelve domestic and six international scheduled air cargo carriers provide service over the entire United States, the Caribbean, Central and South America. Passengers, air mail and cargo carried on all domestic and international flights.

Typical low rates over C&S single carrier service (Pickup and Delivery Service available at slight extra cost at all points):

BETWEEN HAVANA and	Rate in Cents per lb.	
	Under 100 Pounds	Over 100 Pounds
Chicago	24	22
Detroit	24	22
Evansville	21	19
Fort Wayne	24	22
Indianapolis	22	20
Jackson	20	18
Memphis	20	18
New Orleans	17	16
St. Louis	23	21
Peoria	24	22
Toledo	24	22

Call your nearest Railway Express Agency office, Official U. S. International Agents, for full details, or write: Cargo Traffic & Sales Department, Municipal Airport, Memphis 2, Tennessee.

BE SURE TO SPECIFY C & S ROUTING

C★S

CHICAGO AND SOUTHERN ★ AIRLINES

IF IT'S WORTH WRITING – IT'S WORTH A NICKEL
AIRMAIL anywhere in the U. S. 5c an ounce—To Havana 8c ½ ounce

Biow Co. (6), Duane Jones Co. (3), Ted Bates, Inc. (2), Franklin Bruck Advertising Corp. (2), Walter Weir, Inc. (1) and others.

How New York Uses "Survey" Statistics

Editor, SALES MANAGEMENT:

Thank you . . . for the sales and income estimates by counties and cities of New York State. . . .

These data are being used, together with prior years' data published by you, for the purpose of estimating yields from the retail sales tax authorized by the 1947 legislature. Your statistics and the very excellent advice and assistance which you gave us by telephone have proved very valuable.

FRANK J. CORR JR.
Director of Municipal Statistics
State of New York
Albany, N. Y.

(New York isn't the only state which makes practical use of the Survey. West Virginia has the Survey mentioned specifically in one of its statutes: The *Survey must* be used in apportioning state aid to free schools, as shown in the following letter.—The Editors).

Music to an Editor's Ears

Editor, SALES MANAGEMENT:

We have had a preliminary glance at the very fine May publication of SALES MANAGEMENT. The data and studies incorporated in this issue are really amazing. It is certainly going to be made a permanent part of our operation.

W. M. HOWARD
Sales Manager, Space Advertising
Diamond Match Co.
Chicago.

Editor, SALES MANAGEMENT:

Just a friendly word or two in commendation—and heartiest congratulations. . . for the monumental SALES MANAGEMENT buying power issue.

I don't recall anything in my thirty-five years with Editor & Publisher that surpasses this issue—that is, from the standpoint of vitality as well as from the standpoint of volume of advertising.

More power to you. . . .

JAMES W. BROWN
Editor & Publisher
New York, N. Y.

Another Use for "Survey" Figures

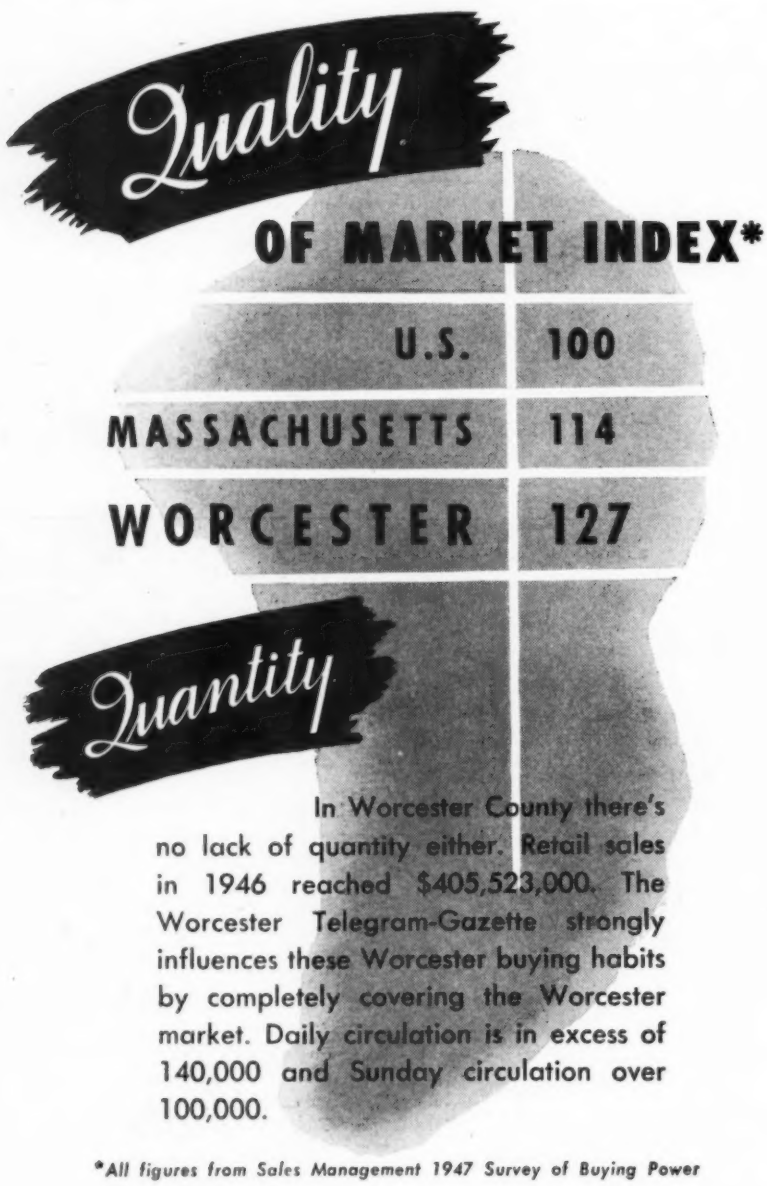
Editor, SALES MANAGEMENT:

I have been doing some work with your index of effective buying income and getting some excellent results from it.

I find, however, that I am missing the information by state only, for the years 1934 to 1937, inclusive, and the year 1943. I wonder if you have this information available?

I have just discovered some rather interesting correlations between your effective buying income figures and data on beer sales, state by state, that I believe we can use to very good advantage. . . .

W. W. HEUSNER,
Director, Market Research
Pabst Sales Co.
Chicago.



The TELEGRAM-GAZETTE
WORCESTER, MASSACHUSETTS
GEORGE F. BOOTH Publisher
MOLONEY, REGAN & SCHMITT, INC., NATIONAL REPRESENTATIVES
OWNERS of RADIO STATION WTAG

1947 Survey "Hits the Spot"

Editor, SALES MANAGEMENT:

Today we received our copy of the 1947 Survey of Buying Power. As usual, this excellent publication hits the spot and will become a valuable part of our files.

In past years you have approved our using statistical information regarding Mississippi in our correspondence and industrial development brochures. We would appreciate your again granting us this permission . . .

HARRY W. CLARK
New Industries Representative
Mississippi Power Co.
Gulfport, Miss.

Posey from Prize Winner

Editor, SALES MANAGEMENT:

Since our market data book has attained some degree of national recognition we feel that we should acknowledge a debt to your magazine.

Many of the figures and statistics used throughout our market study are SALES MANAGEMENT figures. In fact, I doubt that the study could have been compiled at all without the aid of your Survey of Buying Power. I want to express my thanks for the assistance we get from your publication.

CHARLES W. HARDING
South Bend Tribune
South Bend, Indiana.

(*The South Bend Tribune* won this year's E. & P. award at recent convention of National Newspaper Promotion Association.—The Editors).

Tips His Hat To 1947 "Survey"

Editor, SALES MANAGEMENT:

More and more people that I both talk and associate with are taking SALES MANAGEMENT's Annual Survey of Buying Power to be the "Bible" of the field and most necessary. To all of which I add my own similar conviction and tip my hat in recognition in your direction for the 1947 issue for such a splendid contribution to the field of intelligent marketing.

DON D. PATTERSON, Dir.
National Adv. Dept.
Scripps-Howard Newspapers, New York N. Y.

Business Methods Out of Date?

Editor, SALES MANAGEMENT:

There has been some discussion to the effect that approximately 77% of businesses are employing sales methods and management techniques used a quarter of a century ago.

This may have been the result of some spot survey or general estimate. Or it could have been picked out of thin air. And the consolidation of "sales methods and management techniques" may be a protective combination or it may really imply the close synchronization of the two that successful business demands.

WILLIAM CHESTER WRIGHT
Consultant
San Francisco.

(While we know of no survey on this subject, is the picture as black as it may look? During the past 25 years there has been an extraordinary growth in commercial market research with many national concerns spending $100,000 a year. In this same period the number of consulting firms has multiplied. More companies are using material from the Bureau of the Census and other branches of the Department of Commerce. We might add that at least 5,000 manufacturers use SM's "Survey of Buying Power." Perhaps our readers would like to get into this discussion of obsolete business methods.—The Editors).

Uses "Survey" For State Studies

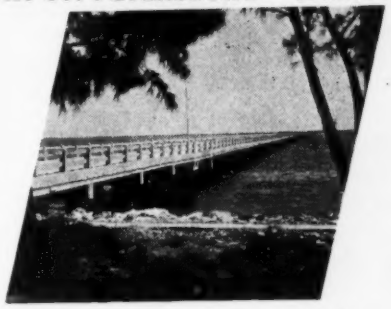
Editor, SALES MANAGEMENT:

We have subscribed to your magazine for the past two years and find it most helpful in our work. In addition to our basic economic research studies of the State, we are sometimes asked to evaluate the retail trade potential for one of our cities, or perhaps to compare the buying income of one city with another. In the absence of recent census data, we would like permission to refer to the information carried in your May issue.

Our use of the data as a State agency would be for the most part in answering specific inquiries from private citizens in regard to our state's economy . . .

ANTHONY E. WALLACE
Industrial Research Associate
State of Connecticut
Hartford, Conn.

IN ST. PETERSBURG - TAMPA



This Is Gandy Bridge

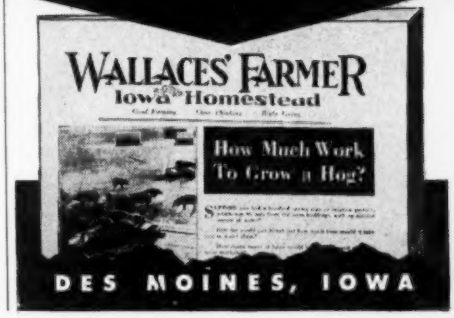
which joins the neighboring cities of Tampa and St. Petersburg. These two cities make up one of Florida's greatest Metropolitan Markets . . . And 40% of this market—2 out of 5 buyers—live in St. Petersburg.

In St. Petersburg no Tampa paper has as much as 600 average daily circulation. To sell this important 40% of the Tampa-St. Petersburg market, use St. Petersburg's own newspapers.

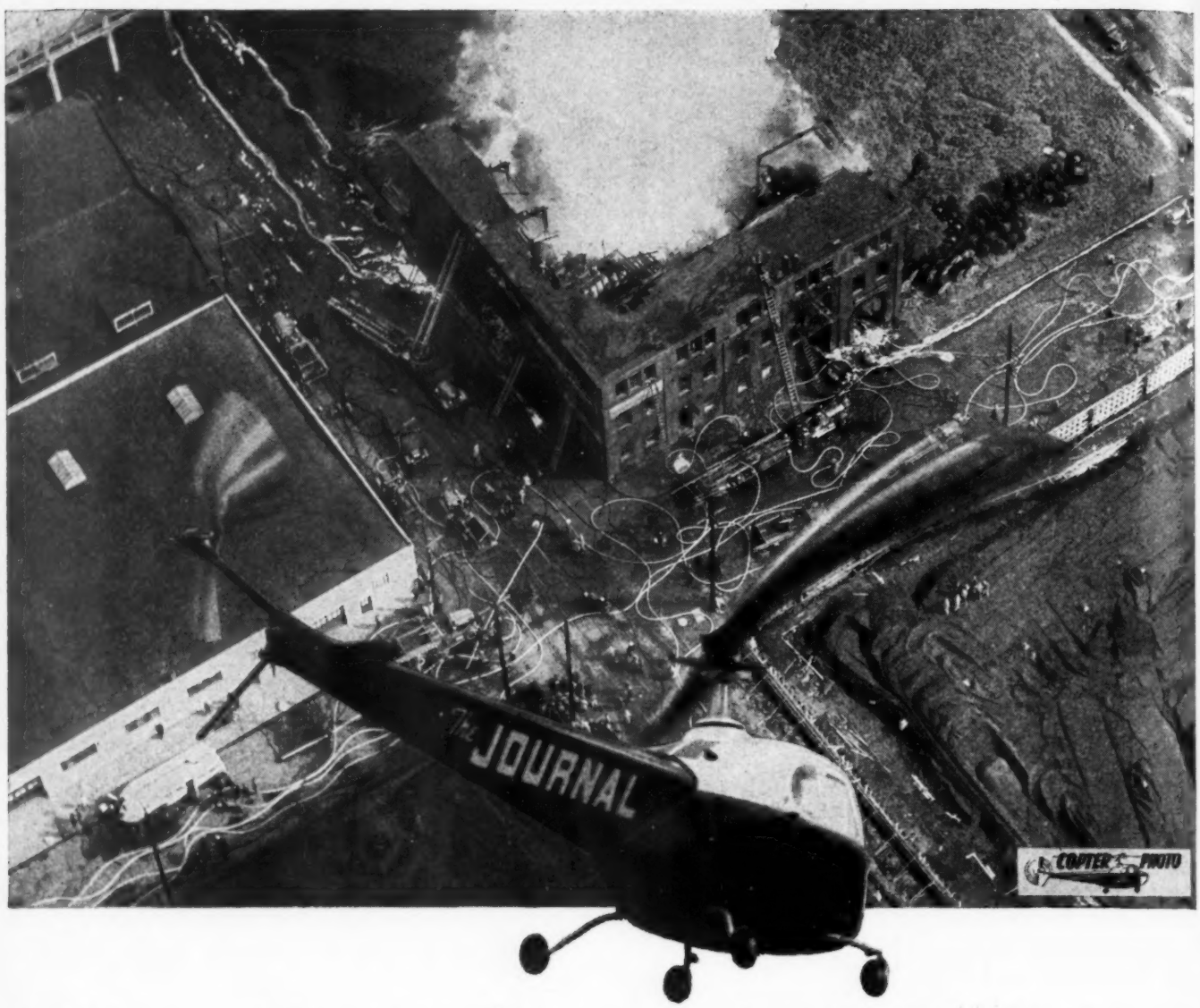
ST. PETERSBURG, FLORIDA
TIMES (M & S) and
INDEPENDENT (E)
Represented nationally by
Theis & Simpson Co., Inc.
In Florida by V. J. Obenaur, Jr., Jacksonville

Looked-for
Listened-to
Believed-in

Read in 9 out of 10
IOWA FARM HOMES



DES MOINES, IOWA



2nd Largest Evening Newspaper on The Pacific Coast

Is 1st U.S. Paper to Own a Helicopter for News & Photo Coverage!

These two photos of a recent Portland warehouse fire graphically demonstrate how Journal "Copter" photos more vividly illustrate the news —are stimulating greater reader interest; building increased page traffic. See how much more striking is the "Copter" photo (above) than the excellent ground picture (below). With enterprising reporting plus "Copter" photos it is little wonder that The Journal today, as it has been for years, is Portland's favorite newspaper.



The Journal now offers advertisers the largest circulation in its history, both daily and Sunday. You need The Journal to sell *effectively* in Oregon's only Major Market . . . metropolitan Portland and its Retail Trading Zone.

When you advertise in Portland, be sure to specify

The JOURNAL

Evenings and Sunday

PORTLAND, OREGON

Member Metropolitan and Pacific Parade Groups • Represented Nationally by Reynolds-Fitzgerald, Inc.



WINNAH! Sales Management's annual award to the club doing the best local job in behalf of salesmanship is taken by Toronto Advertising & Sales Club. (l-r): Roydon M. Barbour, Saturday Night Press; Ray Bill, SM's publisher; and Andrew J. Flanagan, national advertising manager, Newark Evening News, who served as chairman, award committee.

ABC's: Four-man panel talked over "Basic Steps in Successful Selling." (l-r): L. J. Evans, ass't dir. of agencies; R. J. Dolwick, ass't dir. of agencies; Grant L. Hill, vice-president; and H. W. Gardiner, edu. dir., all of the Northwestern Mutual Life Insurance Company, Milwaukee, Wis.



N.F.S.E. Draws 800 To Los Angeles

The Twelfth Annual Convention of the National Federation of Sales Executives, in Los Angeles, June 2-4, elected Gene Flack, Director of Advertising and Trade Relations Counsel, Sunshine Biscuits, Inc., Long Island City, president for 1947-48.

The theme of the meeting was "Sales Management in Action." New York was chosen for next year's meeting.

Other officers elected were:

1st Vice-President: Alfred Schindler, former Under-Secretary of Commerce, United States Department of Commerce, St. Louis.

2nd Vice-President: A. H. Motley, President, Parade Publication, Inc., New York City.

Treasurer: John W. Evans, Manager, Kee Lox Manufacturing Co., Cincinnati.

Directors-at-Large: Hal W. Johnston, Executive Vice-President, Stecher-Traung Lithograph Corp., Rochester, N. Y.; Dan Hudson, President, Family Reserve Insurance Co., Birmingham, Ala.; F. Scott Fletcher, President, Encyclopaedia Britannica Film Co., Chicago; Paul Heyneman, Consultant, San Francisco.

Regional Directors: (Eastern) A. J. Flanagan, National Advertising Manager, *Newark Evening News,* Newark, N. J.; (Southern) Dwight D. Thomas, Executive Vice-President, Gulf Brewing Co., Houston, Texas; (Middle-West) Roy Warmee, Manager Sales Promotion, Minneapolis-Honeywell Regulator Co., Minneapolis; (Western) C. J. Ticoulet, Sales Manager, Crown-Willamette Paper Co., San Francisco; (International) Roydon M. Barbour, Saturday Night Press, Toronto, Ont., Canada.

District Directors: (1) Herbert B. Carkin, President, Standish-Barnes Co., Providence, R. I.; (2) Frank B. Connolly, Sales Manager, Valentine & Co., New York City; (3) Ray T. Crowell, President, Rowe Paint & Varnish Co., Buffalo, N. Y.; (4) M. F. Foeller, District Superintendent, American Telephone & Telegraph Co., Philadelphia; (5) Harry Morine, Vice-President, William Powell Valve Co., Cleveland; (6) Harold Hirth, Sales Manager, Frankforth Hardware Co., Milwaukee; (7) Frank E. Waechter, Vice-President, Fairmont Foods Co., Omaha; (8) Stan W. Alford, Division Manager, Iron Fireman Co., Atlanta, Ga.; (9) C. C. Walther, Walther Bros., New Orleans; (10) R. L. Jones, District Manager, Pittsburgh Plate Glass Co., Oklahoma City; (11) James H. Carothers, James H. Carothers Co., Los Angeles; (12) Mitchell Heineman, Vice-President, Jantzen Knitting Mills, Portland, Ore.



N.F.S.E. Draws 800

(Continued from page 73)

"WILL UNIONS CAPTURE SALES FORCES?" Debating the question, were, (l-r): G. C. Davidson, MacLaren Advertising; O. R. Doerr, Pacific Gas & Electric; C. C. Nigg, Bell Brand Foods; C. H. Woolf, Int'l Bus. Machines; L. W. Vezina, Industrial Alcohol Co.



"I'LL SEE YOU AT THE WALDORF IN '48," says conventioner G. S. Jones, v-p, Servel, Inc., to E. W. Davidson (left).



WHEELHORSES: H. A. Bedau (left), chairman, attendance committee; with Howard S. McKay, chairman of NFSE program committee.



COALITION: Herbert L. Hahn (left), pres., Birmingham Club, with Roy H. Warmee, of Minn.-Honeywell.



FIREBALL: "Pullman service ought to cost one-third as much as it does," thunders Robert R. Young, chairman, the Chesapeake & Ohio Railway.

GOOD NEIGHBOR: Guillermo Guajardo Davis (right), vice-pres., Sales Executives Club of Mexico City, presents a Mexican flag to the NFSE. It was accepted by retiring NFSE prexy, A. T. Danielson.





CHEER AND CHOW: Highlight of the entertainment program was an outdoor Spanish barbecue, held at Adohr Farms in the San Fernando Valley. Groups of Spanish entertainers roamed among guests—Gene Flack (left) roamed among entertainers! Evening wound up with all-Spanish stage show under Klieg lights and a full moon. The hamburgers hit the spot.









PROGRAM TRIO: Burton Bigelow (left): "It costs 10 to 100 times as much to fire a misfit salesman as to hire the right one first . . . " Center: Southern Regional Director Dwight D. Thomas, executive vice-president, Gulf Brewing Co., Houston. Right: William E. Holler, Mt. Dora, Fla.: "Millions of orders . . . but sales must be made one by one . . ."

SEVENTH INNING: (left below) Elmer R. Krueger, president, Paper Art Co., Indianapolis, and prexy of Indianapolis Sales Executives Club, and (right) John W. Evans, manager, Kee Lox Mfg. Co., Cincinnati, who was reelected the NFSE treasurer.



COWBOYS: (below, l. to r.) Bob Cooke, Ford-Mercury, Arlington, Tex.; Bert Fisch, sales mgr., Justin Boot & Shoe Mfg. Co.; V. G. Griffing, plant sales mgr., Armour & Co.; Barney B. Parker, mgr., Frozen Drumstick Sales Co.; Joe P. Bowlin, pres., J. P. Bowlin Co., and M. Warren Lee, Pangburn Co., Inc. They all hail from Fort Worth, Tex.



N. F. S. E. Meets (Continued from Page 75)



ACROSS THE DIVIDE: (l-r): Richard S. Stephenson, adv. mgr., *The Richmond News Leader*, Richmond, Va.; Harry West, sales manager, Swift & Co., Cleveland; and H. E. McNeal, A. J. Sparks & Co., Grand Rapids, Mich. They are active in home clubs.



"UNIONIZATION OF SALESMEN is inevitable," declares F. H. Bunn, dir. & gen. sales mgr., Hoover, Ltd., (above) representing Incorporated Salesmanagers Ass'n. of Great Britain at Los Angeles meet.

WHO'S WHO: J. R. Christie (center picture, l.) v-p, Citizens National Trust and convention chairman, is with A. T. Danielson, retiring NFSE president. Hal W. Johnston, exec. v-p, Stecher-Traung Lithograph (right, above) is NFSE director-at-large.



HEADLINER: Don Francisco, (l.) vice-pres. and director, J. Walter Thompson Co., asked: "Does Distribution Cost Too Much?"

GODFATHERS: Three who helped christen NFSE at first meet in 1936 are: (l-r) Jim Carothers, J. H. Carothers Co., Los Angeles; W. V. Ballew, Smoke Ballew & Assoc., Dallas; and Ray Bill, publisher, *Sales Management* and donor of annual SM cup award.

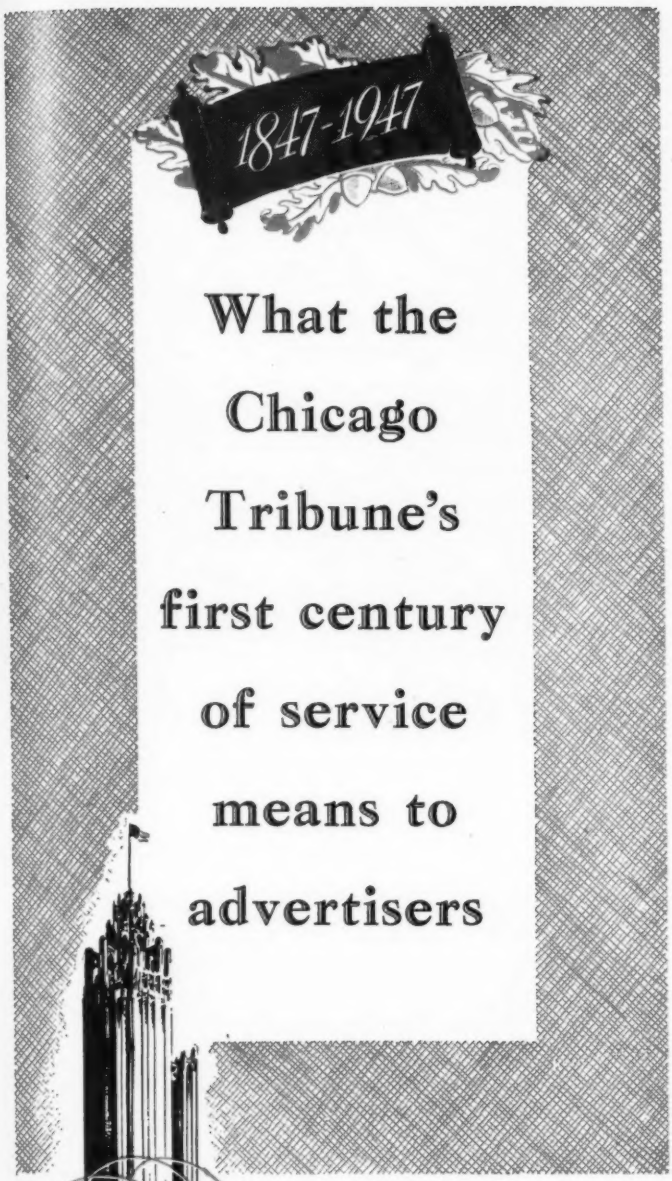


SEVEN UP FROM LOUISVILLE: This delegation is from the Louisville Sales Executives Club, Louisville Board of Trade, seeking new sales ideas.





PLAINSMAN & GULFER: (left) Harry Canup, sales manager, Hales-Mullaly Co., Oklahoma City, and president, Oklahoma City Sales Executives' Club, and A. L. Bell, agency manager, Protective Life Insurance Co., Mobile, and pres., Mobile Sales Executives Club.



Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER

APRIL AVERAGE NET PAID TOTAL CIRCULATION:
DAILY, OVER 1,040,000—
SUNDAY, OVER 1,500,000

Chicago Tribune representatives: A. W. DREIER, 810 Tribune Tower, Chicago 11
E. P. STRUHSACKER, 220 E. 42nd St., New York City 17
FITZPATRICK & CHAMBERLIN, 155 Montgomery St., San Francisco 4
W. E. BATES, Penobscot Bldg., Detroit 26
Member, American Newspaper Advertising Network, Inc.
First 3 Markets Group, and Metropolitan Sunday Newspapers, Inc.

During 1946 Chicago Tribune circulation averaged more than 1,068,000 on week-days and in excess of 1,538,000 on Sundays. This was the highest volume in Tribune history. It topped the circulation averages of all other standard-size newspapers in America. In 1946 also the Tribune carried the largest volume of advertising in its history, leading all other newspapers in America.

• • •

The above record was established by the Chicago Tribune in 1946—on the eve of its hundredth anniversary. In a century marked by spectacular change, this record grew out of one thing that did not change—steadfast devotion to basic principles.

One hundred years ago on June 10, 1847, the Chicago Tribune made its first bid for attention in a bustling pioneer community of 16,000.

Five wars—eight major depressions

In the intervening years, it has had to face the challenge of reporting the news of events, issues and crises growing out of the nation's involvement in five wars, eight major depressions and 25 Presidential elections.

The record of its performance over a full century of time is adequate to appraise an institution's character, motives and its concept of responsibility to those it serves.

During these 100 years, 52 other Chicago newspapers have come and gone. The Tribune lives thru the generations because it never has surrendered the principles which launched it into national prominence within a few years of its founding.

Continuous pioneering in new fields

First of all a newspaper, the Tribune has spared no expense or effort to gather the news of every significant daily development at home and abroad. It has let nothing interfere with its determination to print the facts, completely and without compromise.

In striving to make each day's issue better than the one of the day before, the Tribune continuously has pioneered in new fields of interest to readers. It has adopted each new mechanical development as fast as science and its own staff could devise them.

The Tribune early won notice as "the much abused and widely read Chicago Tribune" because of its staunch independence in sharing with readers the right to a free press and its fighting stand in the public interest.

Only character can retain success

During the decades since the Tribune placed the name of Lincoln before the people for nomination, it has been uncompromising in its intense Americanism and in its effort to advance political, social and moral progress.

Brilliance can achieve success. Only character can retain it. Owned and published today by the third generation of the founder of its greatness, the Tribune reaffirms its steadfast devotion to the principles basic to its growth to leadership as Chicago's most widely read newspaper.

Presented in the following three pages are some of the highlights of the Chicago Tribune's first century of service to Chicago and the nation.

As the record makes plain, the editorial qualities which build deepest interest and attachment among readers produce the best results for advertisers.

Chronology of progress

Some highlights of the first hundred years of the Chicago Tribune



1847—Chicago Tribune founded June 10

1847 The Chicago Tribune was founded June 10. In its first issue it declared: "The Chicago Tribune will be neutral in nothing; it will be independent in everything." *Circulation. 400.*

1849 The Tribune became the first newspaper in the west to install telegrafic news service. *Circulation. 1,000.*

1850 The Tribune replaced its handpress with an Adams "power press," the first in Chicago. A pony yoked to a revolving shaft furnished the power.

1853 The Tribune plant was raided and damaged by thugs hired by wildcat bankers exposed by the Tribune.

1855 Joseph Medill acquired an interest in the Tribune. The first copper-faced type ever used in Illinois was installed in the Tribune composing room. The Tribune installed a Hoe press driven by steam, and the first of its kind in Illinois. *Circulation: 3,000.*

1858 The Tribune reported the Lincoln-Douglas debates in full, a hitherto unheard-of-feat in American journalism.

1859 Lincoln wrote to the Tribune saying: "I owe it (the Tribune) a debt of gratitude which I fear I shall never be able to repay."

1860 In an editorial on February 16, the Tribune called for the nomination of Lincoln for the Presidency.



1855—Joseph Medill joined the Tribune.

1861 The Tribune was incorporated for $200,000, February 15, at Springfield, Illinois. The Tribune absorbed the "Chicago Democrat," Chicago's oldest newspaper (founded 1833). This was the last merger in Tribune history. The first Sunday Tribune was issued May 26. *Circulation: Daily, 18,000; Sunday not available.*

1863 Federal troops guarded the Tribune building against threats of destruction by Copperheads.

1864 The Tribune exposed a plot to free Confederate prisoners from Camp Douglas, situated in the vicinity of 35th Street and Cottage Grove Avenue, Chicago. The first full-page advertisment in the Tribune was printed, August 25. Responding to Tribune editorials, various Midwest states enacted laws permitting soldiers in the field to vote in the second Lincoln election.

1865 Joseph Medill called a meeting of editors at Louisville, Kentucky, to form the "Western Associated Press," forerunner of today's "AP."

1869 The Tribune erected its first building, a four-story structure at Dearborn and Madison Streets. Joseph Medill was chosen as a delegate to the state convention which formulated the Illinois constitution of 1870.

1870 President Grant appointed Joseph Medill as one of the first members of the newly created United States Civil Service Commission.

1871 On October 9, the Tribune building was destroyed in the Chicago fire. Two days later the Tribune printed its historic "Chicago Shall Rise Again" editorial. Joseph Medill was elected "reconstruction" mayor of Chicago.

1872 The Tribune moved into its new and larger building



1860—Tribune called for nomination of Lincoln

erected on the site of the one destroyed in 1871. The Sunday Tribune increased its size from eight to ten pages.

1874 Joseph Medill obtained a controlling interest in the Tribune.

1876 The Tribune scooped all newspapers with the story of an attempt to steal Lincoln's body from its tomb in Springfield.

1881 One of the greatest feats in newspaper history took place on Sunday, May 21, when the Tribune printed a special 16-page supplement containing the complete text of the revised version of the New Testament. *Annual average circulation: Daily, 26,000; Sunday, 33,000*

1886 The Tribune began its long and successful fight to prevent Charles T. Yerkes from getting a stranglehold on Chicago's street transportation system.

1887 The Tribune started its engraving department.

1889 The Tribune fought vigorously for the Drainage Canal project which, to provide Chicago with an adequate sewage disposal system, caused the Chicago river to flow backwards.

1890 The Sunday Tribune became a 40-page newspaper. *Annual average circulation: Daily, 61,000; Sunday, 75,000.*

1892 The Tribune installed new presses—the first of their kind ever built—capable of printing 72,000 eight-page papers per hour.

1893 The World's Columbian Exposition, secured for Chicago largely thru the efforts of the Tribune, opened May 1.

1895 A vigorously prosecuted Tribune campaign prevented a corrupt city council from giving unfair franchises to the Ogden Gas and Cosmopolitan Electric companies.

1897 The Tribune printed its first halftone reproduction, March 21. Color printing first appeared in the Tribune in its special Golden Jubilee issue, June 10. *Annual average circulation: Daily, 87,000; Sunday, 148,000.*

1898 The Tribune scooped the world with the news of Dewey's victory at Manila Bay.

1899 The Tribune staged on the lake front the first ship-to-shore wireless message ever sent in America. The Tribune initiated the "Sane Fourth" movement. Joseph Medill died, March 16.

1900 Comics in color became a regular feature of the Sunday Tribune. *Annual average circulation: Daily, 84,000; Sunday, 179,000.*

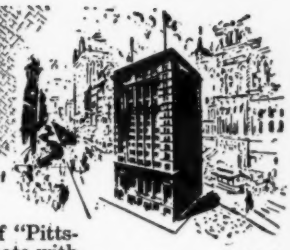
1901 "A Line O' Type or Two," the Tribune's famous daily column of wit, humor and sentiment in prose and verse, was launched by Bert Leston Taylor ("B.L.T.")



1861—First issue of Sunday Tribune published.

1902 The Tribune erected its first skyscraper home, the 17-story building at Dearborn and Madison Streets.

1903 Newsprint color printing made its first appearance in the Tribune. The first Page 1 cartoon



1902—Tribune erected new home at Madison and Dearborn Streets.

in two colors appeared September 27. The front page of the Tribune of December 31 contained nothing but the names of the 575 dead and missing in the Iroquois Theatre fire of the day before. Twenty-four hours later the Tribune formed a committee many of whose suggestions were not only embodied in Chicago's building code but in those of hundreds of other cities in the United States and abroad.

1906 On January 22, the Tribune printed its first advertisment in two colors—a five-column advertisment placed by the Lackawanna Railroad. *Annual average circulation: Daily, 127,000; Sunday, 216,000.*

1908 The Tribune captured Paul Stensland, absconding Chicago banker, in Tangier, Morocco. The Tribune Ice Fund was instituted to provide the needy with ice during the summer months.



1871—Joseph Medill elected Mayor of Chicago.

1908 On February 4, the Tribune printed the first dispatch ever sent by wireless, telling of a rescue at sea—that of the burning frater, "St. Cuthbert."

1909 As a result of a letter which appeared in the "Vox Pop" column, the Tribune inaugurated the famous "Good Fellow" movement. To arouse interest in developing the Lakes-to-the-Gulf waterways, the Tribune printed special editions in St. Louis, Memphis, Natchez and New Orleans.

1911 Robert R. McCormick became president of the Tribune Company. The employes' pension plan, the "How to Keep Well" column, the "Friend of the People" department and a number of new women's features were launched. The slogan, "World's Greatest Newspaper" was registered. Following exposures of corruption first made public by the Tribune, William Lorimer of Illinois was unseated by the United States Senate. *Annual average circulation: Daily, 241,000; Sunday, 352,000.*

1912 The Tribune's first paper mill was built at Thorold, Ontario. The "Friend in Need" department was started. The Tribune formulated its stringent financial advertising code, the first of its kind devised by a newspaper. Successful drives against clairvoyants and quacks were launched by the Tribune.

1914 Tribune correspondents and photografers were rushed to the fronts in World War I. The "Investors' Guide" department was started.

1915 The Tribune acquired its first timberlands on the Rocky River, Quebec. The first Tribune rotogravure section appeared, *Annual average circulation: Daily, 348,000; Sunday, 560,000.*

1916 The Tribune published the serial story "1917," written to convince America of the necessity for military preparedness. Construction of the timberland town of Shelter Bay began.

1917 A total of 268 Tribune employes, including its co-editors and publishers, Robert R. McCormick and Joseph Medill Patterson, joined the armed forces. The AEF edition of the Tribune began publication in Paris, July 4. The Tribune held its first Silver Skates Derby and the "Gumps" made their bow as the first daily comic strip.

1918 The Tribune established the first permanent foreign news service staffed exclusively by Americans. Frederick Smith of the Tribune was the first American correspondent to reach Berlin following the Armistice.

1919 Entire profits of AEF Tribune were turned over to Gen. Pershing for distribution among army welfare activities. Henry Ford sued the Tribune for libel and asked for damages of $1,000,000. He was awarded damages of six cents and costs in the same amount. "Gasoline Alley" made its bow. The Tribune began publication of the New York News, June 26. The Employes' Benefit Plan was organized. The Tribune began its successful campaign for the abolition of "Pittsburgh Plus," and presented the United States Senate with the first copy of the Versailles Treaty received in America.

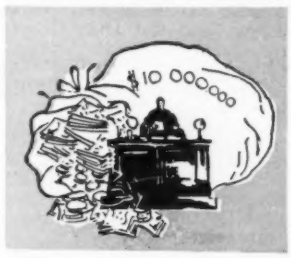


1919—New York News launched.

1920 The Tribune printed the first news dispatch ever received by wireless from a foreign country. The Tribune Hero Award was founded to provide recognition of courageous deeds performed by members of Chicago's police and fire departments. The Tribune's unrelenting campaign against national prohibition began with the ratification of the 18th Amendment. The City of Chicago sued the Tribune for $10,000,000. Tribune editorial and mechanical departments moved into the new plant erected on Tribune Square. Tribune readers met "Harold Teen" and "Winnie Winkle" for the first time. Under the slogan, "1921 will reward fighters," the Tribune launched a nation-wide campaign to end the depression which started in 1920. *Annual average circulation: Daily, 436,000; Sunday, 732,000.*

1921 The Medill School of Journalism was opened at Northwestern University February 8. The Tribune, acting as a taxpayer, sued the Mayor and other city officials for repayment to the city of $1,065,000, allegedly over paid to various real estate appraisal experts. The Tribune purchased the timberlands on the Franquelin river known as the "Dobell limits," and proceeded immediately to develop and modernize the settlement since known as the town of Franquelin.

1922 The Tribune introduced the now widespread newspaper practice of devoting the entire back page of daily issues to photos of news events. Coloroto made its first appearance in any newspaper in the Sunday Tribune of April 9. A $100,000 international prize competition to obtain a fitting design for the new Tribune home was announced. The Medill Building and Loan Association was founded to aid Tribune employes to purchase their own homes. The Public Service Office was inaugurated.



1923—Court found for the Tribune in the Thompson machine $10,000,000 suit.

1923 The Illinois Supreme Court found for the Tribune in the $10,000,000 suit brought against it by the City of Chicago. The Tribune scooped all American newspapers with the first eyewitness accounts of the great Japanese earthquake. "Moon Mullins" began his long career of comic misadventure.

1924 On July 15, the Tribune acquired radio station WDAP (1,000 watts) and changed the call letters to WGN. Notable achievements during the first year included its broadcast of the Kentucky Derby direct from Churchill Downs, and its broadcasts of many Big Ten football games. "Little Orphan Annie" made her bow.

1925 The Tribune moved into Tribune Tower, erected from the design awarded first prize in the $100,000 international architectural competition announced in 1922. *Annual average circulation: Daily, 658,000; Sunday, 1,042,000.*

1926 The modern, successful era of newsprint color printing began with the printing in the Tribune of a double page house ad in two colors, December 31.

1927 The first newsman to greet Charles Lindbergh when he stepped from his plane onto Le Bourget Field outside Paris was Henry Wales, Tribune correspondent.

1928 The Tribune, in cooperation with WGN, installed Chicago's first police radio system at a cost of $40,000. The Golden Gloves Tournament was inaugurated. WGN power was increased to 25,000 watts.

1929 The Tribune undertook the legal defense of the Minneapolis "Saturday Press" which was suppressed under Minnesota's "gag law."

1930 The first Chicagoland Music Festival was presented by the Tribune in Soldiers' Field. The motorship "Chicago Tribune" went into service transporting newsprint between Chicago and the Tribune mill at Thorold. *Annual average circulation: Daily, 835,000; Sunday, 1,098,000.*



1930—*First Chicagoland Music Festival presented.*

1931 U.S. Supreme Court declared Minnesota's "gag law" unconstitutional. Grafic Magazine made its first appearance September 13. A contest between French and American boxers at Soldiers' Field launched the first International Golden Gloves Tournament. "Dick Tracy" began his relentless battle against crime.

1932 The Tribune began printing newsprint color in three colors. Scoops achieved by the Tribune included the following stories: The Lindbergh baby kidnapping and the fall of the Laval cabinet in France.

1933 As a feature of Chicago's A Century of Progress World's Fair, the Tribune inaugurated the now annual game between stars of the American and National Baseball Leagues. Golf tyros attended the first Tribune Golf School. Four months before the formal opening of the Lakes-to-the-Gulf waterway, the Tribune took the first passengers and cargo down the route for which it had campaigned.

1934 Tribune Tower was air-conditioned at a cost of more than $400,000. The College All-Stars annual football game was initiated by the Tribune. The Tribune experimental farm began operations. Work began on the erection of the WGN building adjoining Tribune Tower. "Terry and the Pirates" made its bow. WGN power was increased to 50,000 watts. WGN became one of the founders of the Mutual Broadcasting System.



1934—*Tribune Experimental Farm began operations.*

1935 David Darrah, Tribune Rome correspondent, was expelled from Italy by Mussolini. A Tribune scholarship fund for children of employes was established. A Tribune editorial resulted in the inauguration by the Chicago and Northwestern Railroad of the "400" special train between Chicago and the Twin Cities. The color photo studio was opened. Aroused by a Tribune editorial, the United States Government sent the coastguard ship "Escanaba" to open a passage thru the ice-choked straits of Mackinac.

1936 Enlarged and completely modernized, the Tribune color engraving plant was opened. The Tribune acquired the latest type natural color camera making three plates with a single exposure. Printing of newsprint in four colors began in the Tribune. A mural depicting man's struggle for freedom of utterance was unveiled in the lobby of Tribune Tower. Construction of Baie Comeau, Quebec, paper mill was begun.

1937 The Tribune began printing the Sunday Grafic Magazine in coloroto. The Tribune acquired 448,000 acres of timberland on Heron Bay, Ontario. Chicago Tribune Charities, Inc. was incorporated in order to handle distribution of charitable contributions received from readers and thru Tribune-sponsored events. By the end of 1946, more than $2,500,000 had been distributed thru the new organization.

1938 A hospitalization plan for Tribune employes was inaugurated. The Chicago Daily Times of June 15 was printed on Tribune presses following a fire in the Times pressroom.

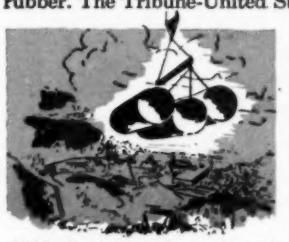
1939 The Tribune on May 12, printed the first color photo of a spot news event ever to appear in a newspaper—a full color photo of a grain elevator fire. The Tribune printed the first wire photo in color—the arrival of King George V in Washington. *Annual average circulation: Daily, 964,000; Sunday, 1,119,000.*

1940 Following the fall of France the Tribune launched the American Fashions Competition in July and presented its first annual Fashions Show, October 1 and 2. WGN initiated the Chicago Theater of the Air, devoted to streamlined operetta and opera.

1941 Sixty-six Tribunites were in the armed forces of the United States when the Japs attacked at Pearl Harbor. WGN began construction of its FM broadcasting station W59C, later named WGNB.

1942 The Tribune's "Friend of the Yanks" department was established. The Tribune service flag carried 380 blue stars; 1 gold. Tribune-promoted events were witnessed by 739,000. *Annual average circulation: Daily, 1,006,000; Sunday, 1,224,000.*

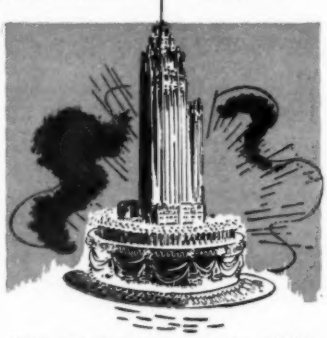
1943 The Tribune perfected a process at its Thorold mill for turning waste sulphite liquor into alcohol for synthetic rubber. The Tribune-United States Army ordnance show attracted 393,000 visitors. The Tribune-United States Army Air Power show attracted 538,000 visitors. The Tribune-United States Navy show attracted 371,000 visitors. The Overseas Tribune was published in Honolulu. Before the end of the war 9 editions, the last in Tokyo, were published.



1936—*Construction of new paper mill started at Baie Comeau.*

1944 The Tribune arranged to pay families of married Tribunites in service at least two-thirds as much income as they were getting in private life. Unmarried Tribunites in service received semi-annual bonuses. News of the invasion of Europe reached Tribune readers fifteen minutes after the newsflash had been confirmed.

1945 Work began on a $6,000,000 annex to Tribune Tower. Sixty-seven Tribune employes in military service received 81 decorations from their government. Stars on the Tribune service flag numbered 856;19 of them were gold stars. The $24,000 Chicagoland Prize Homes Competition was launched.



1947—*Chicago Tribune celebrates its 100th birthday.*

1946 The Magazine of Books, new Tribune literary section, was launched. Another "first" in color printing was scored when the Tribune on April 22, printed reproductions in full color of photos of participants in the Easter Parade held the day before. The Tribune, in cooperation with WGN and WGNB, launched facsimile broadcasting by sending via radio 4-page miniature Tribunes from Tribune Tower to a receiver near Wheaton, Ill. The largest daily and Sunday issues in Tribune history were published, respectively, on Thanksgiving Day, November 28, and Sunday, December 1. The $26,500 "Better Rooms for Better Living" Competition was announced. The Tribune ended the year with the record of printing more lines of total advertising than any other newspaper in America. *Annual average circulation: Daily, 1,068,000; Sunday, over 1,538,000.*

1947 The Tribune stepped up its Washington news coverage by becoming the first newspaper to maintain its reporting staff on Capitol Hill so as to have one or more men on duty in the Senate and House press galleries every minute either body is in session. The Tribune celebrates its hundredth birthday, June 10, 1947.

New all-time highs in circulation and advertising were set by the Chicago Tribune in 1946—the year it began to round out its first century of service. Average annual total circulation of more than 1,068,000 daily and in excess of 1,500,000 on Sundays set the pace for all standard-size newspapers in America. In the same year, the Tribune printed more lines of total advertising than any other newspaper in America.

Salesmanship as a Profession

BY ROBERT S. WILSON • ***Vice-President in Charge of Sales, The Goodyear Tire & Rubber Co.***

"Professionals" are distinguished from non-professionals not primarily through their superior technical skills in selling or their capacity to do creative sales thinking, but by the nature of their attitudes toward their individual jobs.

There is need for a new look at Selling. Too long has Selling been looked down upon. Too long has Selling been traduced by its own members.

Consider the commonly used phrase "The Selling Game" as if Selling were a sport instead of a Profession, and "Put over a deal" with its connotation of getting the best of the other fellow.

Here in America man has reached probably the highest point in his upward struggle toward civilization. American business—what we call "American Free Enterprise"—is largely responsible for high standards of living in this country. And the salesman—the Professional Salesman—is now, always has been, and will be more so, the scout, the leader, the interpreter, the intrepid trail-blazer of American business.

Most books on Selling begin by pointing out that everyone from the cradle to the grave is in some way or other a salesman. The baby sharply calls attention to his needs by crying; the young swain sells his proposal of marriage to his best girl; a preacher sells religion to his congregation, and so on.

That generalization is the exact opposite of what we need. What we need is definition—classification—a set of standards. What we need most of all is a set of standards for setting apart the Professional Salesman from the peddler, the drummer, the hit-and-run salesman, just as there was need during the Middle Ages for setting up standards of medicine, setting apart the professional physician from the leech, the barber, the witch doctor.

The Professional Salesman is emerging from the mists of the Industrial Age. He is still a vague figure; he needs to be given form and substance. His profession needs to be systematically outlined so that young men may seek it out, measure up to it, carry it on to new heights of perfection.

The need for delineation is underlined by the fact that we can find no university or college today that has a Major in Selling. In fact, there is one prominent School of Business Administration that does not even have one semester course in Selling!

Let us then take a new look at Selling. Let us try to define and de-limit some of the broad terms; let us at least define the word "Salesman." Let us define the word "Professional." Then having clearly in mind what we mean by "Professional Salesman," let us examine the pressing need for the Professional Salesman today—how that need may be gradually filled and, finally, what contribution the Professional Salesman of the future may make to the general well-being of America.

For many years after the traveling salesman became an accepted fact, there was an amazing lack of ethical concepts. Sharp practice was common. Buying and selling were a battle of wits.

There was little recognition of the opportunity, if not the obligation, to help in re-sale. The principle of caveat emptor was paramount with this class of traveling salesman, hence we shall refer to them as Caveat Emptor Salesmen.

Gradually certain ethical standards began to emerge. Certain manufacturers began to put their names on their products and back quality with an honest guarantee. Retail merchants began to introduce the plainly written price tag and the one-price policy. Some salesmen began to regard the ultimate satisfaction of the customer as more important than the immediate sale.

Getting down to the definition of a Salesman, we might cynically define the Salesman of the early days as:

"One who persuades you to buy something you do not want for more than it is worth."

As for the modern salesman, there are as many definitions as there are sales managers. Of all the hundreds of definitions of salesmanship, the one I like best is the one attributed to John Wanamaker:

"Salesmanship is the art of so successfully demonstrating the merits of the goods and service of a house that a permanent customer is made."

But the difficulty in determining an adequate definition of a salesman is because there are so many classifications, such as retail salesmen, wholesale salesmen, inside salesmen, traveling salesmen, telephone salesmen, *ad infinitum*.

In order to narrow down the problem of a definition, I have adopted the classification used by the United States Department of Labor. They divide salesmen into three general classifications:

SALES CLERK—usually stationed behind a counter, where his chief task is to receive cash payment for the article selected by the customer, wrap the article and give, together with any change, to the customer.

SALES PERSON—applied to jobs that involve no solicitation of the customer but that usually do require, to a greater or lesser degree, a special knowledge of the merchandise sold. The sales person is generally stationed on the selling floor, where he displays, explains and sells merchandise to interested individuals.

SALESMEN— applied to jobs that involve a personal solicitation of the customer by the selling agent, fre-

quently outside of the store. In general, salesmen sell a high-price article and must be able to persuade indifferent prospects of their desirability.

There are various types of salesmen and they derive from the early American history of selling:

1. **The peddler.** He carries his own wares or a thick catalog which he thumbs through page by page.
2. **The drummer.** He is the glad-hander—the commercial ambassador. He is the man who says "I hate detail," which really means "I hate the hard work of thinking."
3. **The caveat emptor.** He is the once-over boy—the hit-and-run salesman; he changes jobs about as often as he changes his suit; he's interested only in his own immediate profit.
4. **The Professional Salesman**—now beginning to emerge. He seeks out the one who has a need and brings him in contact with the one who can supply that need best, to the lasting mutual advantage of all three.

What Is a Professional?

There are a number of interesting definitions of a "Profession," but Webster's Dictionary gives as good a one as can be found:

> "*Profession*—a calling in which one professes to have acquired some special knowledge used by way either of instructing, guiding or advising others or of serving them in some art."

President James Bryant Conant of Harvard University offers this illuminating criterion for judging the Professional:

> "The difference between a trade and a profession is that the trader frankly carries on his business primarily for the sake of pecuniary gain while the members of a profession profess an art, their skill in which they place at the public service for a remuneration, adequate or inadequate, but which is truly an end in itself. The professional man finds his highest rewards in his sense of mastery of his subject, in the absorbing interest of the pursuit of knowledge for its own sake, and in the contributions which, by reason of his attainments, he can make to the promotion of the general welfare."

Let us emphasize the difference between "a member of a profession" and the true Professional. Merely being a member of a profession does not in itself guarantee that a man will remain a Professional. We can think of physicians who have never advanced their knowledge beyond what they learned in medical school. We can think of lawyers who are not so sharp today as they were the day they passed their Bar examinations.

The distinguishing mark of a Professional is the constant aspiring toward perfection.

Talking with people within our own organization from time to time I have defined a Professional as one who studies and practices—studies and practices constantly until he approaches perfection in his chosen calling.

And so we come to the delineation of a Professional Salesman. Here we cannot be confined to the strict limitation of a definition. We must rather accept the broader outlines of a word sketch.

The Professional Salesman is a man who, first of all, has made Selling his chosen calling—his life work. In this he is unique because most men who have the title of "Salesman" did not *choose* to be salesmen—they just *happen* to be salesmen. Selling is not a calling with them. It's just a job.

The Professional Salesman is the man to whom true service is of paramount importance. To quote Henry S. Dennison:

> "A Professional combines science and common sense into an art accompanied with a motive of *service* greater than that motive of *service to self* and also having a loyalty to a code of ethics."

The Professional Salesman is a man who is constantly studying to improve his proficiency.

A surgeon whom I know well personifies to me the Professional attitude. I met him at lunch one day not long ago and he told me he was leaving by plane that afternoon for Dallas. Why? He had read in one of the medical journals of a surgeon in Dallas who had performed a delicate cheek-bone operation in a manner that was new to him. He immediately called the Dallas surgeon on the telephone, found he was to perform such an operation the next day, so he dropped everything and left by plane to watch the operation and learn a new technique. This friend of mine was 56 years old when this incident occurred and to the end of his career he will go on studying and practicing to improve his proficiency. He is a true Professional.

The Professional Salesman is a man who recognizes the fact that there is no substitute for hard work.

Charles Kettering puts it this way: "I think this 'know-how' we talk about is eternal *practice, practice, practice.*" Dr. Paul Ivey says: "If you want success in any profession you have to *pay the price* for it; that means *work.*"

The Professional Salesman is a man who, above all else, maintains his own self-respect, integrity, independence.

In the final analysis, this matter of integrity is the *sine qua non* of the true Professional. I know of no man to whom I would give the title "Professional" in any line who would sacrifice his own self-respect either through coercion or in the hope of gain.

In this connection I recently made an interesting study. It occurred to me that the man best qualified to describe a Professional Salesman would be the purchasing agent himself. So I commissioned the R. L. Polk Co. to send a simple postcard questionnaire to 500 leading purchasing agents. The postcard asked this one question:

> "Think specifically of the best salesman representing any company who calls on you and tell us briefly why you consider him the best."

That the purchasing agents were interested in the subject was evident from the fact that more than 30% replied—a very satisfactory return. I purposely made the question broad so that purchasing agents could use their own words.

It wasn't hard to classify the answers in broad categories and here is the significant thing: More than 50% of the reasons given as to why the best salesman was "best" centered on the man himself. Not knowledge of the product—not personal service—not entertainment—but the *man*. Such adjectives abounded as "Dependable" — "Sincere" — "Honest" — "Friendly" — "Considerate" — "Intelligent" — "Loves-his-job."



A SALESMAN'S SALESMAN

Robert S. Wilson, vice-president in charge of sales, The Goodyear Tire & Rubber Co., is this year's winner of the Charles Coolidge Parlin Memorial Award, sponsored by the Philadelphia Chapter of The American Marketing Association, in cooperation with the Curtis Publishing Co.

The Award was established three years ago in memory of Charles Coolidge Parlin who created the Commercial Research Department of The Curtis Publishing Co. in 1911, and who is generally recognized as the founder of modern research.

Each year the Board of Governors of the Parlin Memorial Lecture selects an individual "best qualified to discuss a basic marketing problem with some breadth of vision." Mr. Wilson's topic, this year, was "Salesmanship as a Profession."

The Editors of Sales Management feel that Mr. Wilson's talk may well be the most significant single presentation made this year in the whole field of marketing. Accordingly, with some slight omissions which were required to bring the material with the limits of an eight-page form, the address is printed here in the hope that sales executives and salesmen the country over can benefit by Mr. Wilson's trenchant thinking on a subject paramount in importance to everyone in the selling field.

To anyone who has lived selling for any period of time, these answers are no surprise. But as I leaf through the revealing replies, I wonder again at all the folderol on Salesmanship that used to be taught. Remember the catch phrases about "creating the buying attitude," "controlling the prospect's mind," "forcing action," and so on?

Finally, the Professional Salesman is a man who puts true value on his services.

While monetary reward is entirely secondary to service in his consideration, his own inherent self-respect, his insistence on his own personal independence require that he build up first a reserve and then an estate which will keep him free from the coercions of necessity.

Qualifications of the Professional Salesman

Professional Salesmen can be divided broadly into two classifications: those who sell to users and those who sell to re-sellers. Each of these two classifications has a separate set of qualifications.

We shall list but not attempt to elaborate the qualifications of each classification. These qualifications are well known and much has been written about them. Main emphasis will be on the *attitude* requisite in each classification. *Attitude,* more than formal training, distinguishes the Professional Salesman from the peddler, the drummer, the caveat emptor.

The Salesman Who Sells to the User

Here are the requisites:

1. Knowledge of the product.
2. Knowledge of how it should be used.
3. Knowledge of the needs of the user.
4. Knowledge of the market.
5. Knowledge of competition—strong and weak points.
6. Knowledge of the company he represents—financial, historical, etc.
7. Knowledge of the concern or person to whom he is selling—financial, capacity for growth, etc.

These things are fundamental—just as knowledge of physiology and anatomy is fundamental to the physician. Practically all sellers to users are specialists; hence their knowledge is specialized—and should be.

But the Professional Salesman in this classification must be activated by a true spirit of service and a militant spirit of service. He must be imbued with a burning zeal for his product or his service. To use the phrase that appeared so often on the postcard replies from the purchasing agents: "He loves his work."

Of this type, the professional life insurance salesman is a good example. His spirit is the spirit of true service. He wants to help his customer create an insurance estate; he wants to avoid the possibility of over-burdening a client, particularly a younger man, with too great an insurance load. But on the other hand, his belief in the essentiality of life insurance for every man is so militant that he will not allow his client to close his mind to his duty to his family or brush aside his responsibility. A service salesman above all else—but no namby-pamby he. The difficulty of his job is illustrated by a pithy and amusing comment I ran across in the Market Research Company's investigation. Remarked one respondent: "Most people of insurable age avoid the insurance salesman."

An outstanding example in my personal exeprience of the Professional Salesman is a salesman of conveyor belt for underground coal mines. He was originally a coal mining engineer. He saw the waste of man-hours, and hence of money, in the old, inefficient mine car and mine pony. Then he saw the results of later-day installations of modern rubber belt conveyors in coal mines where accurate track was kept of costs. He concluded that the mine owner who stuck to the old ways was inevitably going to be forced out of business by high costs. Day in, day out, week in, week out, he dons rubber boots, miner's helmet, miner's lamp and crawls through coal mines in the Kentucky fields, Virginia fields, Illinois fields, and all over the United States where coal is mined. I don't think he has ever written up an order—but he has sold more mine conveyor belt than any man to my knowledge. His greatest satisfaction is going back to the mines that have followed his advice and figuring how well his installations have paid out.

Great tribute must be paid to Professional Salesmen of this type for what they have done to raise the standard of living, to reduce the costs of production, to increase employment. At the same time, in all honesty, acknowledgement must be made of the fact that many salesmen of the unprofessional type made many mistakes in this process of raising the American standard of living—mistakes which were costly and painful to the buyer. But the overall record is a record of contribution which entitles this calling to rank as a Profession and these men to rank as Professionals.

The Salesman Who Sells to the Re-seller

Here are the requisites:

1. Knowledge of the product.
2. Knowledge of how it should be used.
3. Knowledge of the market.
4. Knowledge of competition—strong and weak points.
5. Knowledge of the company he represents—financial, historical, etc.
6. Knowledge of the concern to whom he is selling—financial, possibilities of growth, etc.
7. Knowledge of the fundamentals of retailing:
   (a) Market analysis.
   (b) Location.
   (c) Building design and identification.
   (d) Interior layout and display.
   (e) Personnel—hiring and training.
   (f) Advertising.
   (g) Budget making and expense control.
   (h) Accounting.

Here again, this knowledge is fundamental, just as knowledge of common law—how to make out deeds, write wills, etc.—is fundamental to a lawyer.

But among salesmen who sell to re-sellers, the professional attitude is far less common and not so well advanced as in the case of the salesman who sells to the user. In this classification of salesmen we often find what I have defined as the peddler and the drummer—the peddler who leafs through the catalog and looks over the "want list;" the drummer with his glad-hand and the latest story.

Actually, however, the salesman who sells to the re-seller has a more difficult job and requires greater ability

than he who sells only to the user. In this classification of salesmen, the professional attitude—and remember, it is *attitude* that is most important of all—is the attitude of the great teacher. This salesman does not make the final sale himself; he succeeds only as the goods move off the shelves of those to whom he sells. Therefore, his success, his satisfaction, must come from the training of others. He is like a football coach or the manager of a professional baseball team; he gets results not directly, but by his ability to train others.

It is said the human body replaces itself every seven years. Similarly, in the average salesman's territory there is a normal but constant turnover of dealers. So the Professional Salesman to re-sellers must do as the wise, foreseeing coach does—he must grow his own.

The dominance of the Yankees and Cardinals in baseball is attributed to the fact they first saw the need of growing their own—established farm clubs in minor leagues. Thus when they needed a new player, they could always reach down into one of their farm clubs and bring up the right boy.

So the Professional Salesman to re-sellers is constantly on the lookout for new, young material—material he can train in his own way, mold in his own fashion. He gets and holds their confidence. He builds not for today, but for next year; he rejoices in the romance of the success of his pupils.

In my experience in selling over the past 35 years nothing has given me more satisfaction than watching the growth mentally, spiritually, and financially of men whom I have in some way aided to start business from humble, hard-working beginnings. To see them reach full stature of business manhood is one of the best rewards in business life.

The Need for Professional Salesmen

Up to this point we have defined the noun "Salesman," the adjective "Professional," and put the two together to delineate what we mean when we say "Professional Salesman." And we have sketched briefly with no attempt at scholarly thoroughness the two chief classes of salesmen: (1) those who sell to the user; (2) those who sell to the re-seller.

All of this has been preliminary to the main purpose, which is to deal with the national need for Professional Salesmen.

How Are Americans Gainfully Employed?

There are today 55,400,000 Americans gainfully employed. They may be divided roughly into four chief groups: manufacturing, distributing, farming, and professions. Numerically, the division is about as follows—again making the classification rough and the figures approximate:

Manufacturing (including Mining)	19,400,000	—35%
Distributing	18,800,000	—34%
Farming (including Forestry & Fishing)	7,200,000	—13%
Professional and semi-Professional workers	3,800,000)	—18%
Services	6,200,000)	

Note how small is the number in the Professions and think how great is their leadership influence. We shall come back to that later.

In the early days America was a country of individuals. Chiefly farmers, next traders, then artisans—mostly individual craftsmen, working principally in family groups. Then of course, the professions, limited principally to ministers, lawyers, and physicians.

Earliest Census

The earliest Census of our country showing the same groupings as listed above is that of the year 1870, which shows this numerical distribution:

Manufacturing (including Mining)	2,800,000—22%
Distributing	1,600,000—11%
Farming (including Forestry & Fishing)	6,900,000—54%
Professions & Services	1,600,000—13%

Note that whereas manufacturing accounted for 35% of those gainfully employed in 1947, they accounted only for 22% in 1870. Going back to 1820, manufacturing probably could account for no more than 10% and that manufacturing was, as outlined above, largely individual craftsmen.

Then there was no such thing as Big Business and Big Labor. The problems of human relationships were the normal problems of the relationships between individuals. Speech was free; thought was free; religion was free; enterprise was free. Pressure groups and blocs were unknown.

But most important of all, the problem of human relations was simpler than at any time in human history because (a) for the first time in human history each individual stood on the basis of equal footing; (b) society was so uncomplicated that dealings were for the most part dealings between principals, between individuals. The man who wanted to buy a pair of shoes talked with the man who made the shoes. The man who wanted to buy a loaf of bread received the loaf of bread from the hands of the man who made it. The man who wanted to buy a boat sat down with the boat builder and laid out his plans and specifications personally—perhaps even helped to build it.

Time and Progress Move On

Time and progress inevitably bring change—change at least in the outward form of things. In America our enterprise fashioned the machine, the steam engine, the electric motor, the internal combustion engine, and the host of tools these magic forms of power made possible. The machine inevitably created factories and production lines. Only thus could the consumer be given the benefits of the low cost of production the machine made possible.

And so Big Business was created—an inevitable consequence of the inventiveness and the demand for betterment which are inherent and constant in the free man.

Big Business through its economies brought the highest standard of creature comfort to the free people of the United States. The lowness of our production costs and the highness of our wages were and are the marvel of the world.

But Big Business by its very bigness brought new problems to America—problems of human relations. As a factory grew in size, the owner of the factory—he who started and built the business—could no longer maintain personal contact with the workers on the one hand and with his customers on the other hand.

Thus came into being the two most important classes of men in industry today—the foreman and the salesman. As each business founder discovered that he could no longer maintain personal contact with his workers and his customers, he delegated these duties to his most trusted associates—usually men who had grown up so close to him that they reflected accurately his personality and his policies.

The business grew—more foremen and more salesmen were added until there were so many that some of them

never had met the founder. Then the founder passed on and the individually owned business became a publicly owned corporation, the management of which was always in process of gradual change, just as any organism is constantly in the process of gradual change.

Dropping consideration of the production side of business, because we are not concerned with it here, we find that we have come to the place where contact between the company and its customers is almost solely in the hands of salesmen. To the customer, the salesman *is* the company —and since business is solely a matter of human relationships, the customer's regard for the business is measured to a large extent by his regard for the salesman.

But we must pursue this point further and get to the essence of this article.

The customer's regard for the salesman depends on:

(a) What kind of a man the Salesman is.

(b) The Salesman's regard for the company.

(c) The company's regard for the Salesman.

At one extreme of the spectrum is the messenger-boy type of salesman who runs errands back and forth between the customer and the company. The other extreme is the Professional Salesman who literally *is* the company so far as his customers are concerned—with whom his customers talk and consult just as their fathers and grandfathers talked and consulted with the owner of the company.

Does someone charge me with being a little idealistic with this description? If so, I will name scores of Professional Salesmen among my own acquaintances who hold just such relationship with their customers and with their companies.

True, there are relatively few salesmen of this type. My plea is for more of them. We can all agree that there is great need for more of them—thousands of them —if Big Business is to remain human in the eyes of its customers—if the human relationship between buyer and seller, on which all business depends, is to remain normal.

"We Do Business with Our Friends"

Elbert Hubbard spoke a great truth when he said, "We do business with our friends." And you don't make friends with or remain friends with someone you have contact with only through a messenger boy.

Turn the coin over—look at the other side of it. Regard the harm done by the amateur salesman—the messenger-boy salesman. Messages transmitted by word of mouth are usually garbled. Garbled messages lead to misunderstandings. Misunderstandings lead to friction. Friction means loss of power—the whole machine is slowed down—the customer is slowed down—the company is slowed down—the whole cause of free enterprise is slowed down.

Today we are seeing the rise of the so-called consumer movment. What is it? Why is it? It is the getting together of those who have normal human relationships to oppose those with whom they do not have normal human relationships. It arises solely because business is losing personal contact with the customer. And this should not be and need not be.

Business has brought great blessings to our country—but business must improve its *human* relations—which includes, but goes far beyond, what is known as public relations, if it is to make its maximum contribution to society with a minimum restriction of the freedom of the individual.

The Professional Salesman representing, as he does, the human link between the company and the customer, stands as a factor of tremendous importance in human relations.

In some lines of endeavor—principally where the sale is direct to the user—the Professional Salesman already has been fairly well developed. In life insurance today the properly trained and well qualified life insurance underwriter is to a large degree a professional man. Just as men who have qualified as expert accountants receive the designation of CPA, similarly in life insurance, the man who completes a prescribed course of study and has shown by his efforts that he can succeed, may qualify for the designation Chartered Life Underwriter (CLU) awarded by the American College of Life Underwriters.

In the heavy goods industry where the individual purchase runs into high figures, Professional Salesmen are frequently to be found—men who prefer to lose a sale rather than to permit the customer to purchase a product not suited to the requirements of the job. In my own company, for example, salesmen selling mechanical rubber goods to industrial concerns must stand re-current written examinations to maintain their standing as GTM's—Goodyear Technical Men—to retain their right to continue to represent the company in this important department.

Professional Salesmanship has not advanced nearly so far in the field of selling to re-sellers and it is particularly important that Professional Salesmanship be applied in this field.

The Rise of the Chain Store Form of Retailing

The last quarter of a century has seen the rise and growth of the chain store form of retailing. The chain store brought two distinct benefits to the American consumer: low cost and standardization. Low cost was attained by elimination of certain selling costs involved in the passage of goods from the manufacturer to the retailer. Standardization was attained by immediate application across the whole chain of any idea or device found to be efficient or helpful in any one store.

But here again, in obtaining these benefits, there was sacrificed something of the human relationship so important for the maintenance of a harmonious free society. The Professional Salesman enters at this point. Through his training and experience he can bring to the independent retailer the benefits of low cost and standardization.

The Professional Salesman in this field is essentially a teacher who wins the confidence of the retailer. By winning his confidence, he gains his full cooperation. Through that unreserved cooperation he eliminates too frequent calls on his part. He eliminates, to a large extent, double handling of goods by wise inventory management and careful ordering. From his own company he brings to the independent retailer the benefits of standardization, the best and latest devices and methods, just as those same devices and methods are worked out and offered by the chain store, to their units. There is no reason why the great body of independent merchants cannot be preserved, but it will take Professional Salesmen to do it—men whose interest is not primarily in getting an order, but rather in building a business.

The Professional Salesman as a Leader

Departing for the moment from the direct subject, I believe that America's greatest need today is for leaders. And here I am not referring to famous men—men who hold the spotlight of publicity. I am referring to com-

munity leaders—men and women who mold public opinion. These unheralded and unsung leaders are admirably depicted in Dr. G. A. Lundberg's Parlin Lecture of 1945.*

Dr. Lundberg describes a careful and detailed analysis of the groupings and motivating nuclei of a New England Village of 1,500 people. His charts show the whole population divided roughly into eight constellations of varying size and importance, each centering around one main or outstanding person. The ideals, the convictions, the morals, the living standards and aspirations of the village derive their height from these eight people. To a large extent the town thinks as they think. If they are high-minded people, the town is a good town. If they are selfish, greedy, short-sighted, the town is a bad town.

These are the leaders the Nation cries out for today. Leaders of this type, more than any others, will bring America back to the paths of simplicity and hard work and thrift and Christianity, the four basic characteristics on which the greatness of our country was built. These leaders are usually people who know where they are going. That's what makes a leader—someone who has a definite objective.

All truly professional men and women are leaders of this type. The Professional Salesman of today is already such a leader and in the future will become more and more important in this respect. This is true because leaders are those who exert influence on others. The amount of influence depends on contacts—the number of contacts and the nature of them.

The preacher's influence is great because he comes in contact with many people and those contacts are on a high plane. The physician's influence is great because he likewise comes in contact with many people, and by the very nature of his profession he holds the confidence of those who seek him.

The Professional Salesman's influence is great because his calling requires him to seek out many people. He must win and hold their trust and confidence in his business dealings.

Like the preacher and the physician, his success in his profession depends not only on his skill but on his integrity.

Granted that the Professional Salesman has skill and integrity and a wide circle of contacts, is it not obvious and inevitable that the Professional Salesman is a leader of the type I am talking about—the unostentatious, grass roots, work-a-day type of leader who will set the standards of the America of today?

There are only 140,000 preachers, priests and rabbis in the United States today. There are only 165,000 physicians. But there are 633,000 salesmen as I have defined the word "Salesman." Unfortunately only a small percentage of these salesmen are today Professional Salesmen, but that number is increasing daily. As that number increases, think of the tremendous force for leadership they will become in this land of ours.

Why are there not more professional salesmen today? For three reasons:

1—because the truly professional attitude is comparatively rare among human beings, even in recognized professions.

2—because the need for the professional attitude in selling has not yet been defined and clearly recognized by business. As pointed out earlier, the salesman originally was considered of rather low order. He was classified with the peddler, the drummer, the hawker. Many early salesmen perverted their natural talents—thus such expressions as: "He was such a salesman he could talk the shirt right off your back." "He could talk a bird out of a tree." These expressions associated with the word "salesman" implied benefit to the salesman, but detriment to the buyer.

In some organizations the salesman was—and in some cases still is—considered a necessary evil, a charge against the business, instead of the indispensable partner of production and finance.

3—because standards have not been set up. Courses of study have not been outlined. Recognized state-controlled examinations have not been organized. In short, the protective walls have not been thrown around the Profession of Selling that have been thrown around the professions of medicine, law, the ministry, and so on.

But all of this is gradually changing. A new profession is emerging. A new salesman is developing—the Professional Salesman. And it's none too soon—for business, for free enterprise, for America.

Big Business is here to stay because of its efficiency and economy—and with Big Business, probably Big Labor is here to stay.

Big Business and Big Labor by their very bigness, bring with them a certain degree of sacrifice of freedom of the individual. And again let me emphasize that the greatness of our American Republic stems from the freedom of the individual—freedom from coercion, freedom from class or bloc compulsion, freedom from dominance of church, state or powerful overlords.

That freedom of the individual still finds its untrammeled expression in the farmer, the independent retailer and in the professions.

The building of a strong Profession of Salesmanship will contribute to the maintenance of the freedom of the individual in three ways: First, by adding another large and influential group to the professions, we will add substantially to the number of community leaders—leaders whose influence is so graphically described in Dr. Lundberg's Parlin Lecture of 1945. Second, by vastly improving human relations between business and the customers of business. Third, by helping to maintain a strong, independent retail distribution system—its strength resting not on the crutch of legislation, but on the virile two legs of low cost and high value.

How can Professional Selling be brought about? Here are two suggestions:

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* "In Chart I you see a rudimentary representation of informal social organization as found in a New England village. This is the principal one of eight similar constellations found in the village at the time. The chart represents a group of business, professional, and skilled families centered around the matriarch of an old and well-to-do family. She is a widow of about 60, who is prominent and generous in all village undertakings from uniforms for the fire department to the major charities."—Dr. G. A. Lundberg, "Marketing and Social Organization," Charles Coolidge Parlin Memorial Lecture, May 5, 1945, Page 17.

First, let business set up standards for the salesmen they employ and retain—standards for hiring, standards for training, standards for retaining.

Some important beginnings already are being made in this respect. Swift & Co. for example, employing in excess of 2,500 salesmen, has invested in excess of $1,000,000 in a training program—a program which is not just a once-over, but is continuous. It begins with careful and scientific selection—proceeds to a course of specialized training which is recurrent as long as the man stays with the company and includes a kindly but firm policy of elimination of those not properly fitted to their duties.

Other companies are progressing along the same lines. Certainly now is the time to start fresh. Sales forces were reduced over 50% during the war. Thousands of young men are now entering selling. They are young. They are fresh. They are eager. Most of them can be made into Professional Salesmen if they are given right ideals, right training, and, most important, if the concerns by whom they are employed regard them and treat them as Professionals.

Second, let one or more universities set up a Major in Selling in their College of Commerce with, at the conclusion, a degree of Bachelor of Professional Selling—BPS—just as a law school gives a degree of Bachelor of Laws—LLB, or an Accountant earns a CPA.

Now to summarize:

There is need for a new look at Selling.

Selling needs to be sub-divided and classified.

There are Sales Clerks, Sales Persons and Salesmen.

In the classification of Salesmen there are peddlers, drummers, caveat emptors (high-pressure boys) and a few professionals.

The Professional Salesman applies to selling all those standards that characterize the other professions—notably the preparation for his calling by intense study, pursuit of service above and beyond the pursuit of reward, continual striving for improvement—for approach to perfection in his chosen calling.

The country needs more Professional Salesmen—thousands of them—to interpret business to its customers; that is, to stand as it were in *loco parentis*—in the place of the founder; to help maintain independent retail distribution; to add importantly to community or group leadership.

Finally, the reward to the Professional Salesman is the highest reward, the true accolade of a successful life, that men may say of him: "He lived up to the standard of success so beautifully expressed by the Prophet Micah, 'What doth the Lord require of thee but to do justly and to love mercy and to walk humbly with thy God'."

REPRINTS

Reprints of this entire section will be made available through Sales Management's Readers' Service Bureau. They should be ready for delivery on or before June 25.

The price will be 25 cents a copy, or 20 cents a copy in quantities of 100 or more.



Find an opening, punch with power, hit the mark,—this is how champions are crowned. The whole sequence is just as necessary in effective advertising—and this is what **FIRST 3** offers.

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Tips



(Publications reviewed in the Tips column are free upon request, unless otherwise specified—The Editors.)

Keyholing the West Coast: California food and beverage output rises from $897 million to $2 billion . . . Washington farms are 67% electrified . . . Milwaukee road plans $23 million in improvements . . . Seattle station builds first unit in proposed radio center . . . Santa Fe Skyway to fly freight between Chicago and West Coast . . . These are just a handful of the trends and business developments summarized in "What's Happening Now on the Pacific Coast." It's a 54-page digest of facts for marketers—the fourth such post-war report published by Foster and Kleiser Co. Address Cyril Wright, the company's director of sales promotion, Eddy St. at Pierce, San Francisco 19, Calif.

Handbook of Rates: The 22nd annual edition of "Advertisers Rate and Data Guide" is now available from E. H. Brown Advertising Agency. Rates, circulation figures, etc., for magazine, radio and newspaper advertising, are the latest as announced by publishers up to May 5th. Send requests to the agency at 20 N. Wacker Drive, Chicago 6, Ill.

Market Information: Here are three reports on specific markets. Do they figure in your sales plans?

"Some Basic Facts About Charlotte," . . . This report is available from *The Charlotte (N. C.) News'* representative, The Katz Agency, Inc., 500 Fifth Ave., New York 18, N. Y.

"*American Builder* Market Study No. 11"—a report on the 1946 activity and the 1947 plans of 1,011 builders in 742 cities and towns in 47 states—with expressions of opinion on price, rent controls, prefabrication. Write to the Market Research Dept. of the magazine, 105 West Adams St., Chicago, Ill.

"Southern California Distilled Spirits Market"—a study, by counties, of 1946 liquor sales (Los Angeles County alone accounts for over four-fifths of all sales in the 11 counties in this area.) It's prepared by Los Angeles *Evening Herald and Express,* Los Angeles, Calif.

Timely Tips: With direct-mail selling in the spotlight once again, the J. J. Berliner & Staff booklet, "First Aid for Direct Mail Selling," may prove useful to many SM readers. The address: 212 Fifth Ave., New York 10, N. Y. . . . For companies interested in reducing hand-lettering and display costs, "The ABC of Fototype" may provide some hints. Write to Fototype, 1414 Roscoe St., Chicago 13, Ill. . . . For tips on retail merchandise display, there's the W. L. Stensgaard and Associates folder on "The Display Man's Place in Store Design: Merchandise Presentation." Address the company at Chicago, Ill.



MARKETING PICTOGRAPHS

Planned by Philip Salisbury, Executive Editor, and designed by The Chartmakers, Inc.

how STORES compare with PEOPLE



This chart of the number of stores contrasted with the number of people in the 9 geographic areas should be studied in connection with similar figures for retail sales and Effective Buying Income in SM's May 10, 1947, Survey of Buying Power. There are great sectional differences in number-of-people-per-store which might well be used in setting of quotas and routing men.

All figures are percentages

REGION	Population	Grocery, meat, etc.	General stores (with food)	General merchandise	Apparel	Shoes	Furniture household, radio	Jewelry	Automotive	Filling station	Lumber, building materials	Hardware	Eating and drinking places	Wine and liquor	Drug	All stores
New England	6.1	7.8	2.4	10.5	9.3	9.6	8.0	7.1	6.1	6.7	6.1	4.1	6.3	11.3	7.2	7.1
Middle Atlantic	19.3	24.7	9.0	21.5	32.7	28.1	22.8	22.7	16.4	16.5	20.1	15.5	26.5	23.2	22.9	22.3
East North Central	19.9	20.9	12.0	17.3	19.9	24.7	21.1	21.0	20.7	22.2	21.5	24.2	25.7	11.0	19.8	21.0
West North Central	9.3	9.4	12.1	9.1	8.0	10.6	9.9	10.7	12.0	15.2	15.0	25.2	11.6	9.7	11.8	11.6
South Atlantic	14.8	11.4	24.1	12.3	9.4	7.6	10.7	10.9	11.9	10.4	8.3	7.6	7.8	11.6	10.9	11.1
East South Central	8.1	6.1	21.7	7.4	3.2	3.8	5.2	4.3	6.1	4.5	4.4	4.9	3.3	2.6	5.6	6.0
West South Central	10.2	9.3	12.6	10.8	5.0	5.8	7.8	7.7	12.4	10.6	11.4	8.6	5.9	11.7	10.3	9.1
Mountain	3.3	2.7	3.6	3.1	2.3	2.1	2.9	3.6	4.4	4.2	4.2	3.5	3.1	5.0	3.3	3.2
Pacific	9.0	7.7	2.5	8.0	10.2	7.7	11.6	12.0	10.0	9.7	9.0	6.4	9.8	13.9	8.2	8.6
U. S. TOTAL	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0

PICTOGRAPH BY *Sales* MANAGEMENT

6-15-47

Source: Prepared for LIFE magazine by the Marketing & Research Division of Dun & Bradstreet as of July, 1946

THE CHARTMAKERS INC. Art



HERE IS YOUR MARKET IN LOS ANGELES AND SOUTHERN CALIFORNIA

- 61,500 retailers classified and routed.
- 48 city sales division maps for market visualization.
- 428 shopping centers and shopping streets located.
- Sales managers' maps of the Los Angeles jobbing territory.
- Air-view perspective map of the Los Angeles retail market.
- 6 sales managers' maps of the suburban retail area.

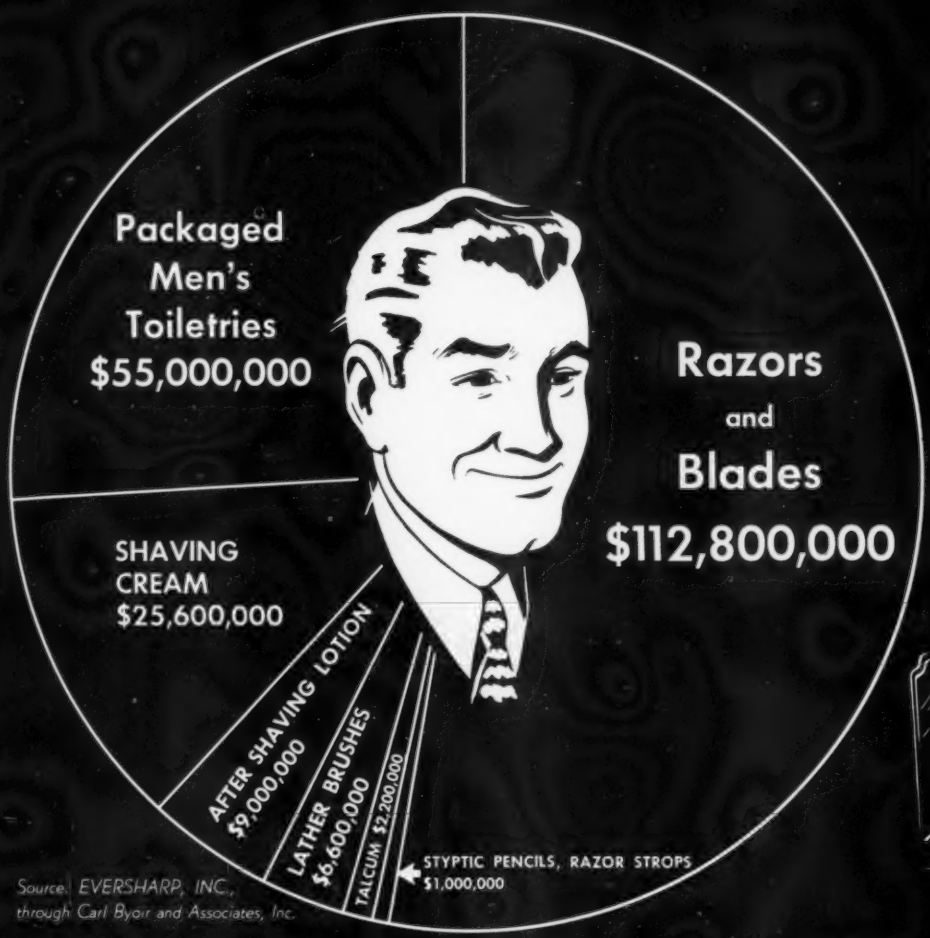
Here, as never before, is the Los Angeles and Southern California market brought up into sharp, clear focus . . . one of the most comprehensive studies of a city and trading area ever made. Working with this Sales Operating Control you can project your planning far into the future easily, accurately and profitably. We will be glad to show this remarkable new Sales Operating pattern to you anytime.

Los Angeles Examiner



A HEARST NEWSPAPER • REPRESENTED NATIONALLY BY HEARST ADVERTISING SERVICE • OFFICES IN PRINCIPAL CITIES

MALE FACE 1946



Source: EVERSHARP, INC., through Carl Byoir and Associates, Inc.



men are more important than reputed

It may be true, as so often stated, that women do 85% of the purchasing, but this statement, if true, applies more to items purchased than to dollars spent. In other homes, just as in yours, a big purchase isn't made lightly. Both husband and wife are likely to decide about spending the money and choosing the brand, with the husband's vote being more important on the expenditure. Once they are agreed on making the purchase, here's how brands are decided on certain major items:



PICTOGRAPH BY Sales MANAGEMENT 6-15-47

Source: Wage Earner Forum of Macfadden Publications, Inc.

THE CHARTMAKERS INC. Art PRESENTATION

YARDSTICKS FOR EVALUATING YOUR MARKETS

INDUSTRY FACTS ON ESTABLISHMENTS, EMPLOYMENT, PRODUCTION AND SALES.

Here are three basic yardsticks that can be valuable to you in estimating the sales potential of your products in the 153 markets that comprise American Industry.

The complete chart, with full instructions as to its most effective use in sales analysis work, together with government coding keys, is contained in McGraw-Hill's Market Identification Kit. If you would like one, write us on your business stationery.

This chart is based on an analysis of the United States Government Classifications, established by the Technical Committee on Industrial Classifications; Division of Statistical Standards. All of the main, minor or sub-minor business classifications listed and indexed in the Government's 2 volume report have been classified and grouped on this form.

SOURCE

Unless otherwise indicated figures are based on 1939 Government Census Reports. Key letters indicate source of other figures. N.A.–indicates figures not available

Key

A — 1937	Government Census Report
B — 1942	American City
C — 1943	American City
D — 1945	Marine Engineering & Shipping Review
E — 1939	Engineering & Mining Journal
F — 1939	Electrical World
G — 1939	Gas Age
H — 1945	Power
I — 1945	Railway Age
J — 1939	American Transit Association
K — 1939	Bus Transportation
L — 1935	Government Census Report
M — 1943	Survey of Current Business
N — 1939	Air Transport
O — 1940	Government Census Report
P — 1946	Atlantic Fisherman
Q — 1944	Industrial Marketing
R — 1939	Petroleum Register

McGRAW-HILL PUBLISHING COMPANY
330 West 42nd Street, New York 18, N. Y.

ABC ABP

Advertisement

BASIC SERVICE INDUSTRIES

	IND. KEY	INDUSTRY CLASSIFICATION	YARDSTICKS: Number of Establishments	Number of Employees	$ Volume of Sales
GOVERNMENT	55	Federal	1	3,317,000	8,765,338,000
	56	State	48	463,000	4,741,285,000
	57	County	3,050	314,000	1,635,000[A]
	58	Municipal	16,220	865,000	2,810,108,000
WATER & SANITARY SERVICES	59	Water Works	13,000[B]	80,000	116,028,000[C]
	60	Sanitary Services	6,000[B]	N.A.	8,455,000[C]
CONSTRUCTION — GEN'L CONTRACTORS	61	Building	29,641	304,274	1,174,693,000
	62	Highway & Street	3,627	161,317	590,571,000
	63	Heavy Construction	1,890	135,383	638,366,000
	64	Marine	550[D]	N.A.	N.A.
	65	General (Not Classified Elsewhere)	N.A.	N.A.	N.A.
CONSTRUCTION — SPECIAL TRADE CONTRACTORS	66	Plumbing, Heating & Air Conditioning	37,910	114,927	613,274,000
	67	Painting & Decorating	49,190	65,810	227,264,000
	68	Electrical Contractors	15,915	42,390	222,774,000
	69	Masonry, Tile, Plastering	15,767	70,055	236,218,000
	70	Carpentering	30,044	31,282	132,957,000
	71	Roofing & Sheet Metal Work	11,793	44,631	187,655,000
	72	Concrete Contractors	4,464	18,106	57,030,000
	73	Building Maintenance Contractors	N.A.	N.A.	N.A.
	74	All Other Types	8,097	58,051	296,542,000
MINING	75	Metal	3,632[E]	272,152[E]	853,100,000[E]
	76	Non-Metallic	582[E]	10,700[E]	122,310,000[E]
	76A	Quarries	1,347[E]	30,607[E]	624,817,000[E]
	77	Anthracite Coal	507[E]	93,138[E]	189,617,000[E]
	78	Bituminous Coal	5,820[E]	421,788[E]	730,814,000[E]
HEAT, LIGHT & POWER	79	Crude Petroleum & Natural Gas Production	347,645[E]	200,534[E]	1,680,624,000[E]
	80	Electric Light & Power	3,879[F]	269,000[F]	2,289,583,000[F]
	81	Gas	1,031[G]	65,300[G]	352,674,000[G]
	82	Steam Heat & Power	275[H]	3,000[H]	350,000,000[H]
COMMUNICATION	83	Telephone & Telegraph	6,717[A]	400,291[A]	1,315,799,000[A]
	84	Radio, Broadcasting & Television	557[L]	11,561[L]	86,492,000[L]
	85	Services (Teletype, Ticker Tape, Telephoto, etc.)	N.A.	N.A.	N.A.
TRANSPORTATION	86	Railroads	136[I]	987,675[I]	3,995,004,000[I]
	87	Street & Interurban Rwys.	212[J]	130,000[J]	720,700,000[J]
	88	Bus	3,762[K]	12,500[K]	386,933,000[K]
	89	Truck	23,102[L]	59,769[L]	174,875,000[L]
	90	Water	N.A.	146,000[M]	N.A.
	91	Air	18[N]	10,509[N]	55,172,000[N]
	92	Pipe Line	374[R]	25,000[M]	N.A.
	93	Warehousing & Storage	3,404	31,823	92,346,000
	94	Services (Forwarders, Packers, Travel Bur., etc.)	1,205	10,662	35,765,000
AGRICULTURE, FORESTRY & FISHERIES	95	Commercial Farms	4,493,325[O]	7,310,000[O]	7,813,644,000[O]
	96	Other Farms	1,001,074[O]	2,437,000[O]	
	97	Agricultural Service	N.A.	53,000[M]	N.A.
	98	Forestry	164	24,050	16,000,000
	99	Fisheries	5,000[P]	220,000[Q]	200,000,000[Q]

MANUFACTURING INDUSTRIES

	IND. KEY	INDUSTRY CLASSIFICATION	YARDSTICKS: Number of Establishments	Wage Earners	$ Value of Products
METAL PRODUCING	1	Blast Furnaces, Smelters & Refiners	318	51,890	$1,691,196,986
	2	Rolling Pipe & Tube Mills, Wire Drawers	2,981	587,094	4,298,921,656
	3	Foundries, Jobbing	2,008	116,256	454,273,845
	4	Forge Shops–Jobbing			
METAL WORKING	5	Aircraft, Parts & Accessories	125	48,638	279,496,844
	6	Motor Vehicles, Parts & Accessories	1,343	432,028	4,248,519,782
	7	Shipbuilding, Railroad Equipment	564	97,604	543,194,566
	8	Industrial & Agric. Machy. (except Electrical)	6,520	374,997	2,439,301,077
	9	Electrical Machinery & Apparatus	1,309	167,601	1,139,068,026
	10	Household & Building Equipment	7,736	453,629	2,624,353,195
	11	Business & Professional Machinery & Equipment	795	64,936	334,706,899
	12	Tools, Machinery Components	2,589	126,560	639,296,029
	13	Other Metal Products	7,304	212,926	1,399,418,806
CHEMICAL PROCESSING	14	Coke Oven Products	83	21,008	342,197,303
	15	Drugs & Medicines	1,094	22,386	364,985,404
	16	Explosives & Fireworks	139	8,400	75,681,387
	17	Fertilizers	764	18,744	185,684,328
	18	Glass, Ceramics & Abrasives	2,277	186,418	836,998,790
	19	Industrial Chemicals	2,766	83,130	1,137,490,299
	20	Leather; Tanned, Curried & Finished	636	49,589	370,847,658
	21	Lime & Cement	429	33,259	229,582,475
	22	Metallurgical Products			
	23	Oils & Fats	1,057	32,391	588,135,463
	24	Paints, Pigments, Varnishes & Lacquers	1,255	28,173	518,846,737
	25	Paper & Allied Products	832	137,445	1,159,867,486
	26	Petroleum Products	717	74,968	2,510,183,406
	27	Plastics & Plastic Products	38	6,966	77,653,314
	28	Rayon & Other Synthetic Fibres	30	48,332	247,065,556
	29	Soap & Cleaning Compounds	901	18,752	392,401,226
	30	Synthetic Rubber & Rubber Products	76	70,048	637,803,602
	31	Other Processed Products	2,757	156,915	1,614,881,889
FOOD PROCESSING	32	Bakery Products	18,399	230,706	1,411,816,633
	33	Beverages–Non-Alcoholic	4,504	21,265	365,778,930
	34	Beverages–Alcoholic	958	39,603	617,337,599
	35	Canning & Preserving	3,053	134,471	838,125,683
	36	Confectionery & Related Products	1,318	58,831	457,563,262
	37	Grain Mill Products	3,746	50,682	1,240,463,572
	38	Meat Products	3,387	147,263	3,002,639,358
	39	Dairy Products	9,535	50,756	1,153,560,494
	40	Sugar	190	28,760	557,792,679
	41	Other Food Industries	2,790	63,506	1,028,464,631
TEXTILE INDUSTRIES	42	Carpets, Rugs, Floor Coverings	145	31,864	170,078,508
	43	Dyeing & Finishing Textiles	643	66,869	332,206,575
	44	Fabric Mills	2,097	561,564	1,964,827,552
	45	Knitting Mills	2,089	236,628	714,428,570
	46	Scouring & Combing Plants			
	47	Yarn & Thread Mills	669	162,000	590,777,755
	48	Miscellaneous Textile Goods	399	33,491	180,426,484
WOOD INDUSTRIES	49	Lumber & Timber–Basic Products	13,616	434,798	1,474,433,601
	50	Finished Lumber Products & Wooden Furniture	4,253	166,097	693,478,085
	51	Fabric Products & Apparel	20,460	775,018	3,426,271,498
	52	Printing, Publishing & Allied Products	24,878	324,535	2,578,464,382
	53	Tobacco Manufacturers	765	87,525	1,322,189,139
	54	Miscellaneous Industries	19,305	651,742	3,166,202,910

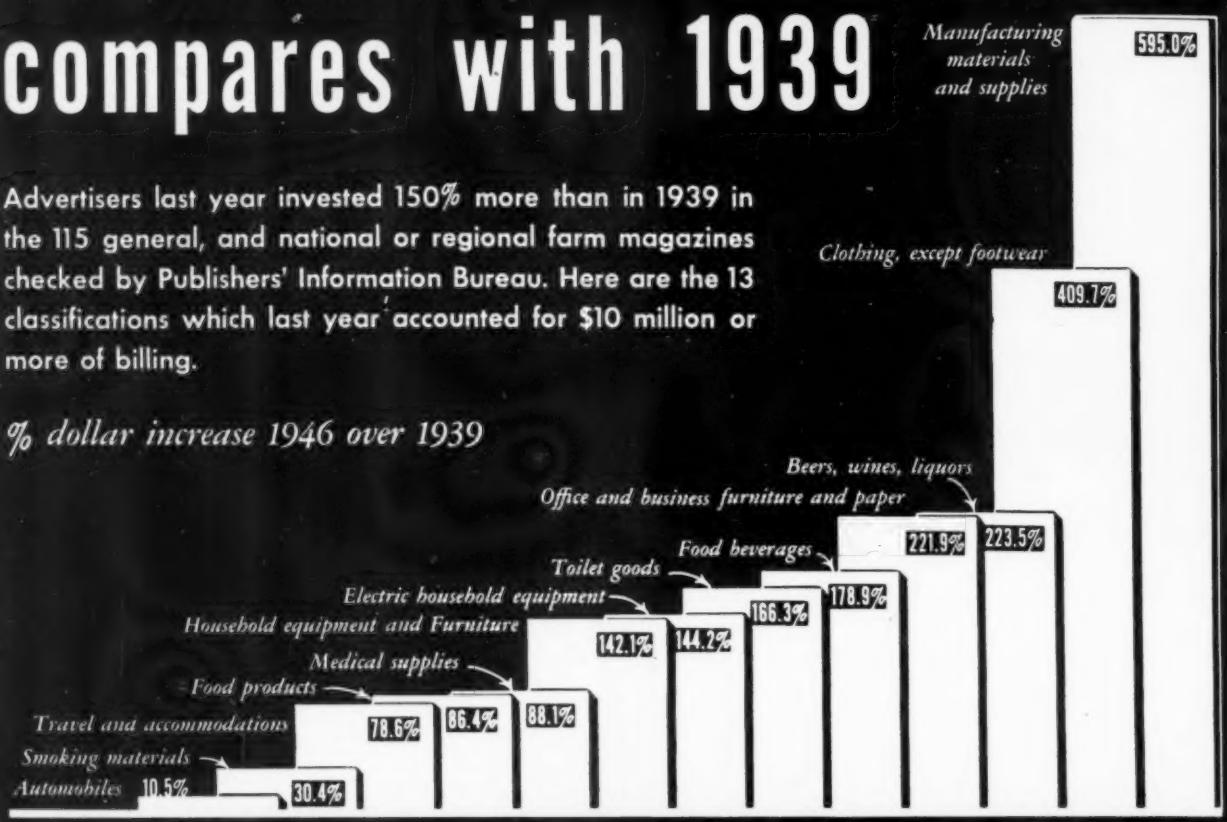
DISTRIBUTION AND OTHER SERVICE INDUSTRIES

	IND. KEY	INDUSTRY CLASSIFICATION	YARDSTICKS: Number of Establishments	Number of Employees	$ Volume of Sales
WHOLESALERS & MFGR'S SALES BRANCHES	100	Motor Vehicle & Automotive Equip.	8,960	95,291	2,786,364,000
	101	Chemicals, Drugs, etc.	4,433	67,076	1,859,195,000
	102	Dry Goods & Apparel	9,157	84,905	2,740,306,000
	103	Petroleum Products	1,352	7,730	237,616,000
	104	Groceries & Food Specialties	19,389	222,994	6,757,450,000
	105	Farm Products (Immediate Use)	11,630	96,888	2,331,648,000
	106	Farm Products (Raw)	2,086	24,507	1,628,706,000
	107	Tobacco Products	2,897	23,907	1,832,567,000
	108	Beer, Wines, Liquors	6,730	53,163	1,655,959,000
	109	Electrical Goods	3,717	52,094	1,648,849,000
	110	Furniture & Furnishings	2,630	22,934	572,929,000
	111	Hardware	1,496	41,112	632,500,000
	112	Lumber and Construction Materials	3,990	49,736	1,303,657,000
	113	Machinery Equip. & Supplies	14,170	139,553	2,763,825,000
	114	Metals & Minerals	2,028	32,027	2,633,571,000
	115	Paper & Allied Products	3,524	38,966	939,861,000
	116	Plumbing & Heating Equip.	2,954	33,187	673,397,000
	117	Waste Materials	6,059	42,020	656,000,000
	118	Other Wholesalers & Mfgrs. Sales Branches	11,469	108,198	2,878,759,000
SERVICE WHOLESALERS	119	Agents & Brokers	20,903	78,511	11,201,035,000
	120	Petroleum Bulk Tank Stations	30,825	98,816	3,807,908,000
	121	Assemblers of Farm Products	29,122	137,041	3,088,571,000
	122	Chain Store Warehousers	1,176	60,774	2,531,723,000
RETAILERS	123	Food Stores	560,549	798,462	10,164,967,000
	124	General Merchandise	89,955	927,708	6,475,349,000
	125	Apparel & Accessories	106,959	388,737	3,258,772,000
	126	Furniture, Home Furn. & Equip.	52,827	213,635	1,733,257,000
	127	Automotive Dealers	60,132	389,298	5,548,687,000
	128	Filling Stations	241,858	235,527	2,822,495,000
	129	Drug Stores	57,903	189,403	1,562,502,000
	130	Eating & Drinking Places	305,386	806,883	3,520,052,000
	131	Hardware	39,646	82,497	973,709,000
	132	Lumber & Building Material	39,667	169,799	1,761,205,000
	133	Liquor Stores	19,136	25,676	586,351,000
	134	Second-Hand Stores	23,962	22,800	138,007,000
	135	Other Retail Stores	172,375	349,792	3,496,437,000
FINANCE, INSURANCE & REAL ESTATE	136	Banking	19,581[L]	266,458[L]	N.A.
	137	Credit Agencies	24,520[L]	161,090[L]	N.A.
	138	Investment Co.'s, Commodity Brokers & Dealers	N.A.	48,000[M]	N.A.
	139	Other Finance	N.A.	103,000[M]	N.A.
	140	Insurance	4,428[L]	159,314[L]	N.A.
	141	Real Estate	14,570[L]	16,172[L]	N.A.
SERVICE ESTABLISHMENTS	142	Hotels, Lodging Places	27,987	338,029	863,155,000
	143	Personal Services	396,862	887,037	2,737,982,000
	144	Business Services	26,188	139,586	488,912,000
	145	Automobile Repair Services & Garages	78,881	92,825	440,892,000
	146	Misc. Repair Services	65,969	35,182	199,513,000
	147	Motion Pictures	15,115	125,184	673,045,000
	148	Other Amusement & Recreation Services	29,802	98,045	325,034,000
	149	Medical–Health Services (incl. Hospitals)	N.A.	612,000[M]	N.A.
	150	Legal Services	N.A.	111,000[M]	N.A.
	151	Other Professional Services	9,045	49,725	N.A.
	152	Educational Services	N.A.	263,000[M]	N.A.
	153	Non-Profit & Religious Membership Organs.	21,328[L]	149,149[L]	N.A.
	154	Unclassifiable			

how MAGAZINE ADVERTISING compares with 1939

Advertisers last year invested 150% more than in 1939 in the 115 general, and national or regional farm magazines checked by Publishers' Information Bureau. Here are the 13 classifications which last year accounted for $10 million or more of billing.

% dollar increase 1946 over 1939



Toilet goods people were the biggest spenders in both years, but clothing now has supplanted food in the number two spot, and beers, wines and liquors have taken over the third from automobiles.

Source: Magazine Advertising Bureau

Public more favorable toward advertising

In a series of its continuing studies the Committee on Consumer Relations in Advertising finds that a large majority of consumers believe that present-day advertising is much better than the advertising of a few years ago. Here are selected (abbreviated) questions and answers from the 76-page study.



PICTOGRAPH BY *Sales* MANAGEMENT

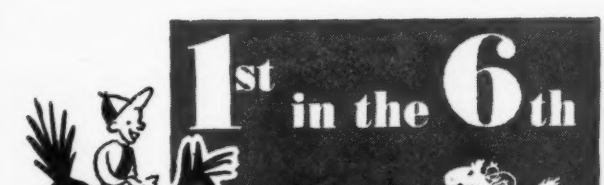
6-15-47

Source: "Consumer Attitudes Toward Distribution," Committee on Consumer Relations in Advertising, Inc., New York 17

THE CHARTMAKERS INC. Art PUBLISHERS

OUT OF THE HORSE'S MOUTH *by Fritz*





"best bet in Baltimore"

If you, too, missed the news that Baltimore is 57,620* families bigger, get wise:

Now more than ever, to cover *bigger* Baltimore, you need the *biggest* paper — 194,063 City Zone circulation among 321,158 families, and the News Post total circulation is 221,127.

*Sources: Director of Statistical Section, Baltimore City Health Department; Building Engineer, Baltimore County; Supervisors of Assessments, Howard and Anne Arundel Counties.

FOR 1947, MORE THAN EVER, IT'S THE

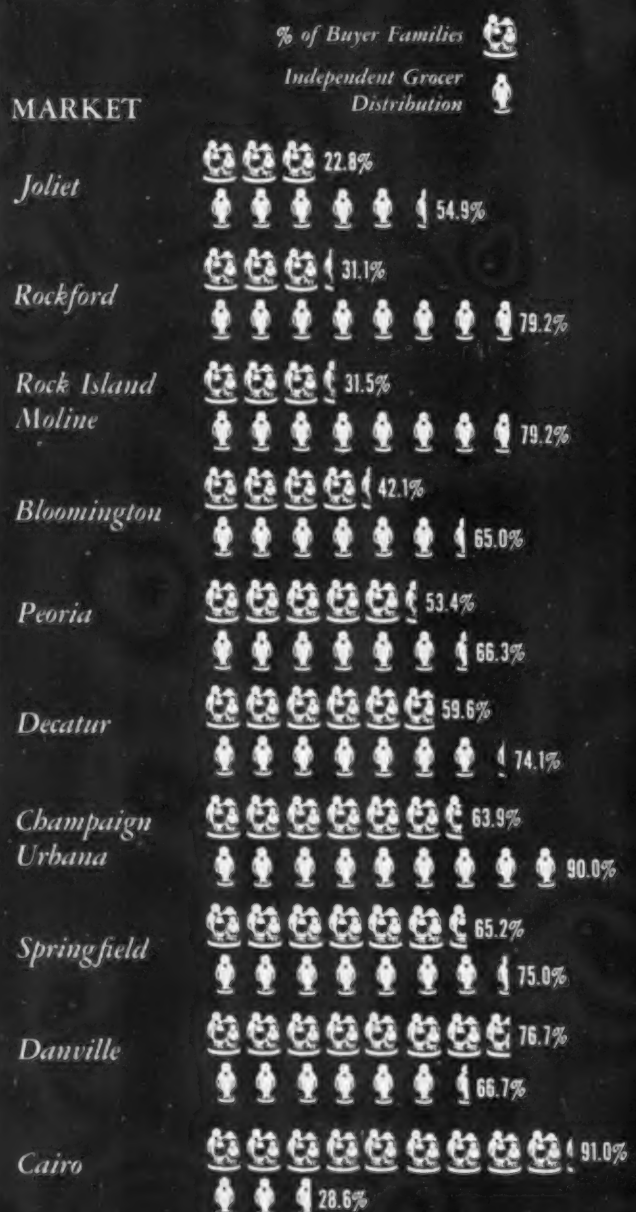
Baltimore News-Post

NATIONALLY REPRESENTED BY HEARST ADVERTISING SERVICE

VARIATIONS in local demand for a popular product

Leading Illinois newspapers outside of Chicago made surveys in 1946 similar to The Milwaukee Journal type of consumer analysis. The returns show extraordinary variations in the acceptance of popular products from city to city—variations which might be caused by uneven advertising pressures or differences in the ability of company or wholesaler salesmen.

In the prepared baby food class, for example, Gerber leads in most markets, but note the wide variation in these 10 representative cities in the "% of families using" and the percentage of independent stores carrying the product.



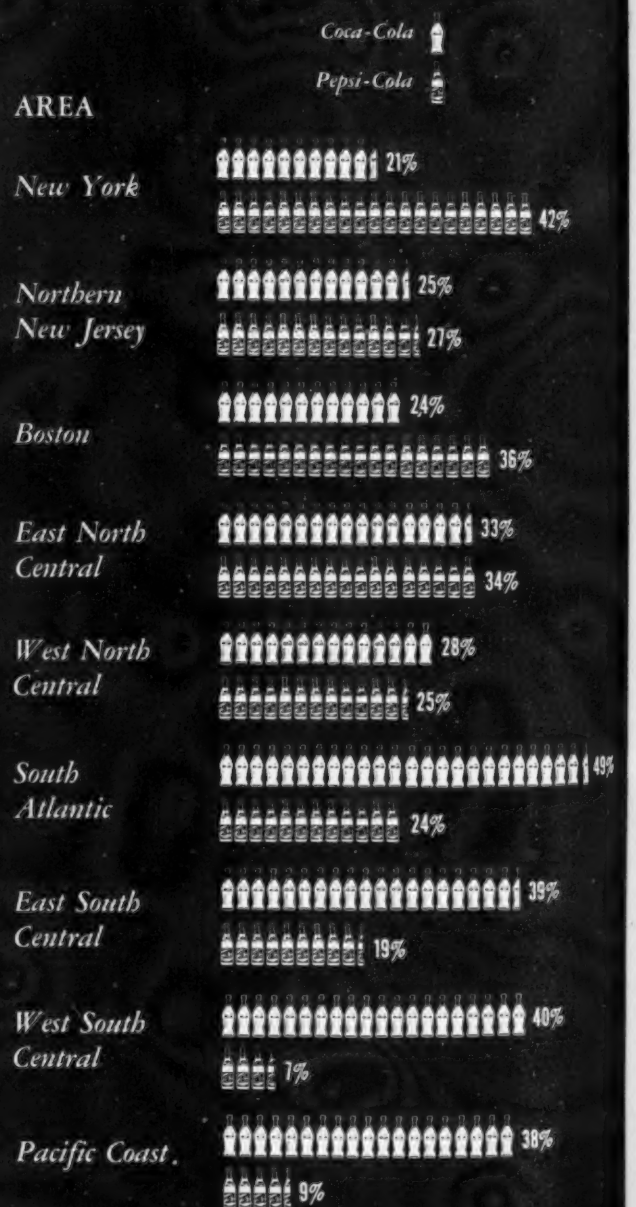
PICTOGRAPH BY *Sales* MANAGEMENT
6-15-47

Source: Consumer Analysis of 45 Illinois Markets, Illinois Daily Newspaper Markets, Inc.

SPOTTY SALES characterize Negro market too



That big 10% market represented by Negroes has usage and preference distinctions just as marked as for the U.S.A. as a whole. On a nation-wide basis Coca-Cola and Pepsi-Cola are the most preferred brands of soft drinks among Negro families—but see the wide variations!



Source: Research Company of America

THE CHARTMAKERS INC. Art

Promotion

Prizes—for Achievement

To celebrate its 25th Anniversary, Cappel, MacDonald & Co., Dayton, Ohio, originators of Merchandise Incentive Plans have published an Anniversary Prize Book—"Prizes for Achievement." The 48-page book offers more than 900 nationally known merchandise prizes available for incentive campaigns. Cappel, MacDonald is the oldest and largest firm in the world operating exclusively in the incentive field. The company will send you a copy.

And Another . . .

Thompson and Associates, Inc., 165 West Wacker Drive, Chicago, 1, is also offering a special book of prizes . . . This one sidesteps the old "catalog" dodge; each page, in addition to the prize items, carries a pep-talk ("You can't lose until you quit . . . be a winner."). At the front of the book is a letter from Douglas Thompson, which points out that the honeymoon (for salesmen) is over . . . selling will again become an art. To further the point several pages of cartoons and pictographs from *Sales Management* have been reprinted.

Folder for Your Media File

Implement Record is offering a folder, destined for your Media file . . . With the folder comes the first of a series of releases designed to present you with the story of *Implement Record* and the big, profitable farm equipment market it serves. As other units for the folder are prepared they will be automatically mailed. The folder itself lists a dozen important questions about the publication, its market, rates, etc. Write to 1355 Market Street, San Francisco, 3.

S. M. Tips Its Hat . . . to Kimberly Clark, for its two special promotion pieces, "Samples of the new and improved Kimfect," (the other . . . samples of Trufect) which lets your eye be the judge—through reprinted, color advertisements—of the perfection of the company's new paper stock . . . to *House Beautiful* —which seems to believe that the proof of the pudding is in the selling —for reprinting a number of advertisements which have appeared in its pages and tells what happened to them, sales-wise . . . to New York Subways Advertising Co., Inc., for its booklet analyzing subway fares.

TROY, N. Y.
ABC CITY ZONE

You Can Cover This 121,000 Consumer-Buyer Market Only Through The Record Newspapers

RETAIL SALES	$77,195,000*
NET EFFECTIVE BUYING INCOME	$151,474,000*
COVERAGE	99.8%
COST	14c per line

In the ABC Troy Retail Trade Zone a full-page costs less than 1 cent per family reached

*Sales Management's 1947 Survey of Buying Power

THE RECORD NEWSPAPERS

• THE TROY RECORD •

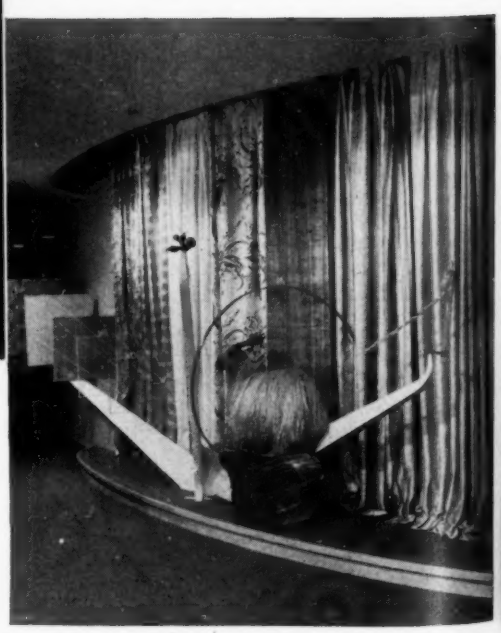
• THE TIMES RECORD •

TROY, N. Y.



Setting the Scene for Selling



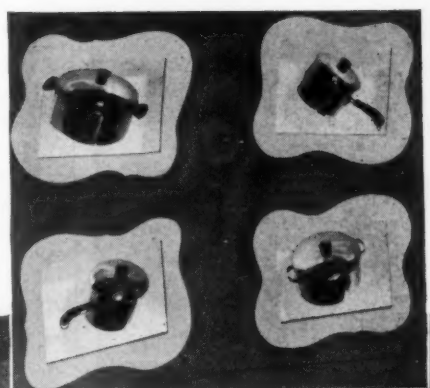


SHOWROOM SHOWMANSHIP: Getting ready for the on-rushing buyers' market, manufacturers are putting on their best bib and tucker. In Chicago's Merchandise Mart, Bigelow-Sanford Carpet Co., Inc., has spent more than $100,000 on its display (above). Graduated lighting is used extensively to vary the display effect. Dunbar Furniture (top photo) features a complete apartment and penthouse to show its modernistic furniture. "See through" partitions offer buyers a new merchandising idea. The bright, modernistic corridor leading to Merchandise Mart showrooms is at right.

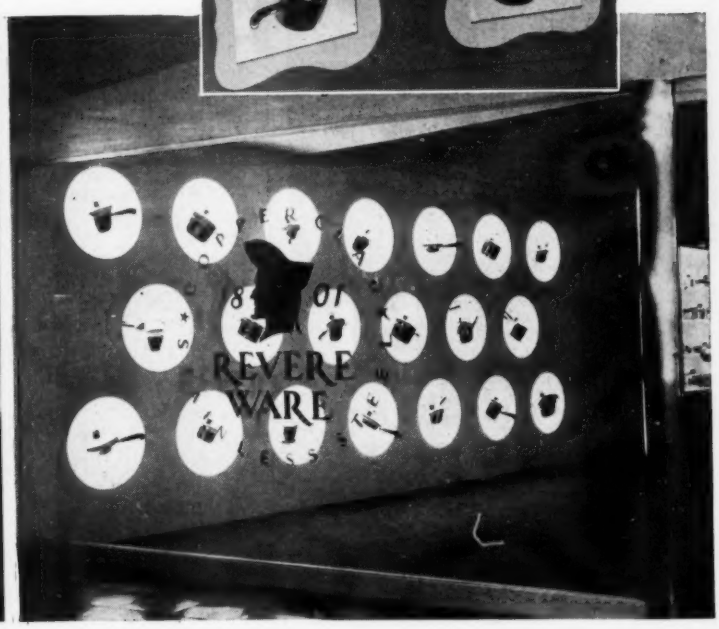


FROM PANTRY TO BEDROOM: To attract and hold the attention of the 400,000 buyers who trek to the Merchandise Mart each year, manufacturers and wholesalers display approximately 2,000 lines. Tomlinson of High Point, Inc. practices what it preaches to retailers with a home-like setting (above) for its living room furniture. Too many retailers still display their furniture with that familiar "warehouse" touch.

Revere Copper and Brass, Inc., employs the shadow box technique to make it appear that its pots and pans (right and below) are suspended in mid-air. Simmons Co. employs dramatic lighting (below) for its window displays of bedroom furniture. Simmons finds that too often retail stores use lighting improperly in bedroom displays.







SELL-ective

ADVERTISING MEDIA ...that helps sell goods

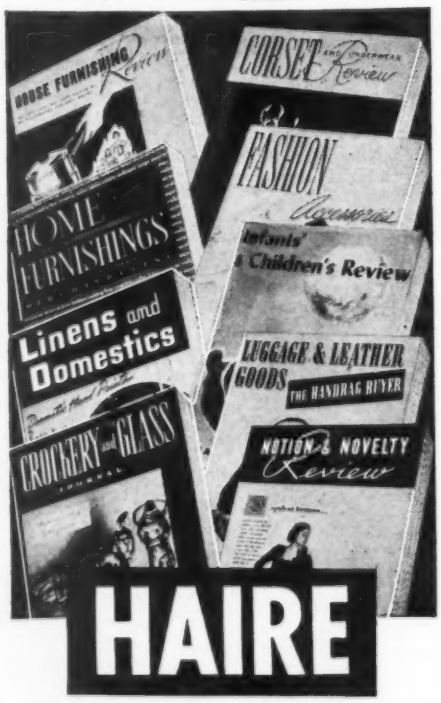
Manufacturers (and their agencies) know that quick, efficient distribution of goods is imperative in order to maintain high productive capacity. They have learned to use media that go *directly* and *exclusively* to the buyer audience interested in *their* product.

That's why 4461 advertisers (manufacturers) and 1189 advertising agencies placed 12,292 pages of advertising in the Haire *specialized* Publications during the year 1946.

Each Haire magazine is the authority and leader in its field, with a roster of PAID subscribers who control the major buying power in that specific market.

Avoid waste of time, effort and money . . . choose the Haire Specialized Publication that covers *your* field . . . the SELL-ective advertising medium that helps sell *your* product.

MORE effective because they're MORE SELL-ective



MERCHANDISING PUBLICATIONS

HAIRE PUBLISHING COMPANY
1170 Broadway, New York 1, N. Y.
New York • Boston • Pittsburgh
Chicago • Detroit • St. Louis
Los Angeles • Atlanta • London

Shop Talk

Thunder on the Left: Maybe I've just gone stale on conventions. At any rate I'm prepared to contribute substantial financial support to a Rebel Movement against such iniquities as windy speakers, garrulous chairmen, inoperative air conditioning, microphones that cough and die, the missing seventh inning stretch, charts you can't see beyond the third row, and too much mass production broiled chicken that's raw under the skin.

But my beef at the moment is about another convention monstrosity: the block-long speaker's table, with forty Men of Distinction garnished with tired ferns and candelabra. I don't mind their sitting there . . . they have to eat too. What I do mind is that an outrageous custom has grown up which calls for individual introductions by the chairman, who, sometimes, in red-faced desperation, admonishes his audience to "withhold applause until the end." Then he takes a deep breath and plunges, praying to Allah that he won't mix Johnson with Johnstone or Carbona with Carborundum.

Gentlemen, gentlemen! Give five minutes of the odeist's sweet silent thought to what they do in Boston: They array all their Squirarchy, Washington Brass, Cause Pleaders, and Chamber of Commerce Key-Givers, in tiers or in Indian file, presumably with proper regard to protocol, and then forget 'em. On each table out where the rabble sits, is a list of who's who at the speaker's table, if anybody cares. The waiters are chased out after the coffee, the chairman bangs his fork on an empty martini glass, and before you have a chance to nod, the speaker is there at the microphone—the guy you've come to hear.

As the Scriptures say, "Go thou and do likewise" . . . and hear ten million convention-goers rise up and call you blessed.

A Roving Editor Reports: SM's E. W. Davidson in May took a long swing through the South on his way to the Los Angeles Federation meeting. He's pretty excited about the state of business down there. After appraisal of the pompano and peanut omelets, he cries, "Look at the South! . . . they ought to organize rubberneck bus tours for northern business men! If others could just see what I am seeing!

" . . . all those new plants and distributing centers, as you ride into Atlanta and Birmingham and New Orleans . . . new construction everywhere. Industrial construction. Home construction. People are busy.

"The South still has buzzards and lean cattle and cotton; but that's changing. You can legally kill buzzards now. They transmit disease. The agricultural development agents of the L. & N. tell me of great progress in getting more beef cattle raised in Georgia and Alabama and Mississippi and Louisiana. Crops are more varied. It's better for the people and for business.

"And is the South interested in Latin-American trade! Clubs in cities everywhere are doing things about it. International House in New Orleans and its affiliated merchandise mart are only *one* of the activities building better relations with Mexico and Central and South America.

"Fly into Houston and take a look at construction there. Present program totals over $500 million for industrial and commercial building alone. And some big home builders have found ways to get materials and handle labor so that hundreds of dwellings really are going up. Dallas and Ft. Worth? So much new business is coming to those big, britches-busting towns, you'd almost think nothing was going on anywhere else . . . if you hadn't seen it for yourself. And nowhere in Texas do you hear anybody say, 'If we have a depres-

sion . . .' They didn't have a bad one in the early 30's because of the wide variety of Texas resources, and they're afraid of nothing now."

Davidson, however, has one complaint. He was raised in Kansas. Obviously grieved, he says they don't put big swabs of butter on the breakfast oatmeal.

Mr. Wilson Speaks: If the majority of SALES MANAGEMENT subscribers do not share my enthusiasm for "Salesmanship as a Profession," the Parlin Memorial lecture by Robert S. Wilson of Goodyear, printed in a special section in this issue, I shall forever lose whatever confidence I have in my own judgment about what constitutes constructive thinking.

In building the factual basis for his address, Mr. Wilson did enough research work to do credit to a Harvard man seeking a doctorate. Because we had to cut over 1,000 words to bring his speech within the 8-page space limit, we could not include his report of a survey carried out, under his direction, by Market Research Corporation of America to determine accurately how the public rates selling as a career.

Interviews were made in four cities: Indianapolis, Wichita Falls, American Ford (Utah), and Dunbarton (N. H.). Purpose was to compare the male public's concept of a salesman with their concept of men in other occupations.

Each interviewee was given a card which listed seven occupations: physician, salesman selling to tire dealers, bookkeeper, lawyer, life insurance salesman, worker in automobile factory, department store clerk. After the respondent had been given the time to review these occupations in his mind, the interviewer read in turn each of 13 questions, to which he requested answers.

Highlights of the findings: In answer to the question, "Which of these occupations has the highest standing in the community?" the three selling classifications got 3% of the votes. The two professions, physician and lawyer, got 94%. In answer to the question, "Which of these occupations works the hardest?" the life insurance salesman and the salesman selling to tire dealers combined got only 5% of the votes. In answer to "Which is likely to lead the most moral life?" the life insurance man and the tire salesman got 4%.

On the pay-off question, "Which of these lines of work, assuming you have a son, would you rather have him enter?", the professions walked away with the contest. They polled 83% of the votes.

The same list of questions was asked of about 500 freshmen in the Ohio State University College of Commerce. Here, even among men who had chosen to study business, the answer to the final question was about the same. Says Mr. Wilson: "A careful study of these findings brings one to the conclusion that selling as an occupation is still far below the professions in public esteem. It is even regarded by some as unnecessary—and by too many as 'just another job.'"

The returns from Ohio State interested me particularly, because last January at the Boston Sales Management Conference, Dr. Maynard was highly critical of earlier surveys of the same nature. He felt that the publicity given them had been harmful, and that it was unfair to selling to make such inquiries among the general public. "Why," he asked, "don't the investigators take a more logical group —the young men who are registered in schools of commerce, for example?"

Well, Mr. Wilson did it—on Dr. Maynard's own doorstep. And what happened isn't cheerful reading.

A. R. HAHN
Managing Editor

Akron's
BABY INDUSTRIES
May Become
TOMORROW'S GIANTS
NO. 1



Some of today's "babes" in Akron's industrial woods may grow into tomorrow's "giants". For from more modest beginnings have come a number of the world's largest companies.

One of Akron's outstanding industrial success stories deals with aluminum. It wasn't so long ago that Harry Sugar was engaged in making wood storm windows. The idea came to him that he could make such a product out of this light metal. Eighteen months ago he organized Alsco, Inc. Three months later he started turning out combination aluminum windows.

Today sales are going ahead at the rate of $4,000,000.00 a year. In its brief career, the company has produced the materials or has actually fabricated 750,000 windows.

Small, new plants like Alsco are making Akron a healthier, more diversified Market and a richer retail trading area.

AKRON BEACON JOURNAL

JOHN S. KNIGHT, Publisher

Represented by

STORY, BROOKS & FINLEY



STEP-TABLE becomes radio - phonograph with Phantom Dial as dramatized with little girl display by Bendix dealers.

CAMPAIGNS AND MARKETING

Selling a Sale

More than $65,000 is being spent by the Wright Aeronautical Co. and the Asset Realization Co. on newspaper and direct advertising to acquaint the Nation with the Wright plant properties in Paterson, N. J., which are to be sold at public auction, June 17.

A luncheon to which all industrial real estate brokers were invited introduced the sale and the entire campaign to the real estate field. Brokers were asked to cooperate in bringing the Paterson Plants 1 and 2 of Wright Aeronautical to the attention of potential purchasers.

Following, a letter and brochure were sent to all real estate brokers, financial institutions and civic and industrial groups throughout the country. This letter from Herbert I. Segal, president of the Asset Realization Co., was augumented by letters from the New Jersey State Chamber of Commerce, the City of Paterson, and the Paterson Industrial Commission.

The extensive newspaper campaign was inaugurated by a full-page advertisement in the *Paterson Evening News* and the *Paterson Morning Call*. This advertisement called for the cooperation of Paterson business men. They were asked to acquaint their manufacturers, wholesalers, distributors, and suppliers of merchandise with the property to be offered at the auction. Full-page advertisements are being placed in newspapers in 21 key cities and followed by smaller advertisements in the same and additional papers.

Direct mail advertising included the sending of more than 110,000 circulars and brochures to every possible interested concern in the country.

Spot commercials are used on local and national radio broadcasts in the campaign. A recording of Mr. Segal doing his auctioneer's chant as it will be done at the Wright sale introduces the commercial and is followed by the details on the property to be sold. The two plants contain more than 1,844,000 square feet of building space.

Prospective buyers are being advised by mail and radio that the two plants can be subdivided into three parcels: Plant 1 as a whole and Plant 2 into Parcel A, multiple story buildings, and Parcel B, single story buildings.

The United Advertising Agency, Newark, N. J., is directing the campaign; Emanuel London, president of the agency, is account executive.

Canadian Rubber Campaign

Gutta Percha & Rubber, Ltd., Canada, is promoting its tires during 1947 in the most extensive advertising campaign in the company's history. The campaign is built around the new company monogram in the form of a flattened arrowhead, and the new slogan, "The Signature of a Great Tire." Both the monogram and the slogan are receiving prominence in all Gutta Percha advertising.

Regularly scheduled 700- and 900-line advertisements are appearing in 65 daily newspapers throughout Canada, and 50-foot full-color painted outdoor bulletins are being displayed in major cities across Canada. Giant broadsheets outlining the Gutta Percha cooperative dealer advertising plan have been distributed to all Gutta Percha dealers, and dealer campaign broadsheets, which have been released to over 100 newspapers, have resulted in numerous local Gutta Percha dealer tire campaigns.

Coupled with the company's overall campaign, a complete new dealer identification program has been inaugurated. Eight-foot, snow-white neon signs in the shape of the Gutta Percha arrowhead monogram are going up on dealers' premises. Gutta Percha dealers are further identified through window displays, metal signs, decalcomanias, etc.

A separate series of two-color full-page advertisements featuring Gutta Percha Bus and Truck Tires is scheduled for appearance in business journals directed to fleet owners and operators.

A campaign for the company's automotive accessories is being released to automotive publications, and these accessory items are being further promoted by window displays and a complete new range of metal store display fixtures for such items as fan belts, radiator hose, motor car mats, etc.

For the first time in the company's history, a trademarked promotional campaign will be undertaken to advertise Gutta Percha Camelback for the retreading and recapping industry.

Advertising for Gutta Percha & Rubber, Ltd., is directed by McKim Advertising, Ltd., Toronto, Canada.

Corrections for 1947 Survey of Buying Power

Pages 68 and 96— Per family Income figures are *not* in thousands.

A change of per family income of New York, N. Y. to $4,841 will revise per family county and city rankings. These revisions will appear in the next issue.

P. 70—Title should read: "Ranking of the leading 200 counties."

P. 92— Per Capita Income figures are *not* in thousands.

P. 136—No. 55, Huntington Retail Sales: 124, 130; % USA Retail Sales: .129.

No. 57, Jackson County (Metropolitan Area) Food Sales: 15,738.

No. 80, New Orleans Food Sales: 92,155.

P. 138— Total Metropolitan County Area Retail Sales: 62,216,177; % of USA: 64.451; Food Sales: 15,578,-836.

P. 144— Pacific Drug total: 394,920. Delaware Drug Total: 8,933.

P. 164—Warwick, population: 36.0; % of state population: 4.59; % of USA population: .026; no. of families: 9.1; Per Family income: 2,289. EBI gross: 23,483; EBI net: 20,829.

West Warwick, population: 19.5; % of state population: 2.48; % of USA population: .014; no. of families: 5.4; per family income: 3,176. EBI gross: 19,334; EBI net: 17,149.

P. 168—Rhode Island Total above cities, gross EBI: 824,368; net EBI: 723,304.

P. 180—Bronx County Per Family Income: 4,269.

P. 186—Kings County Per Family Income: 4,372.

P. 190—New York City (5 Counties) Per Family Income: 4,841.

P. 226—Clermont County Food Sales: 4,756.

P. 264—Wisconsin State Total for Population: 3,113.0.

P. 312—Washington, D. C., EBI % of USA: .881.

Washington Metropolitan Area, EBI % of USA: 1.173.

Wilmington Metropolitan Area, EBI % of USA: .187.

Delaware State Total, EBI % of USA: .213.

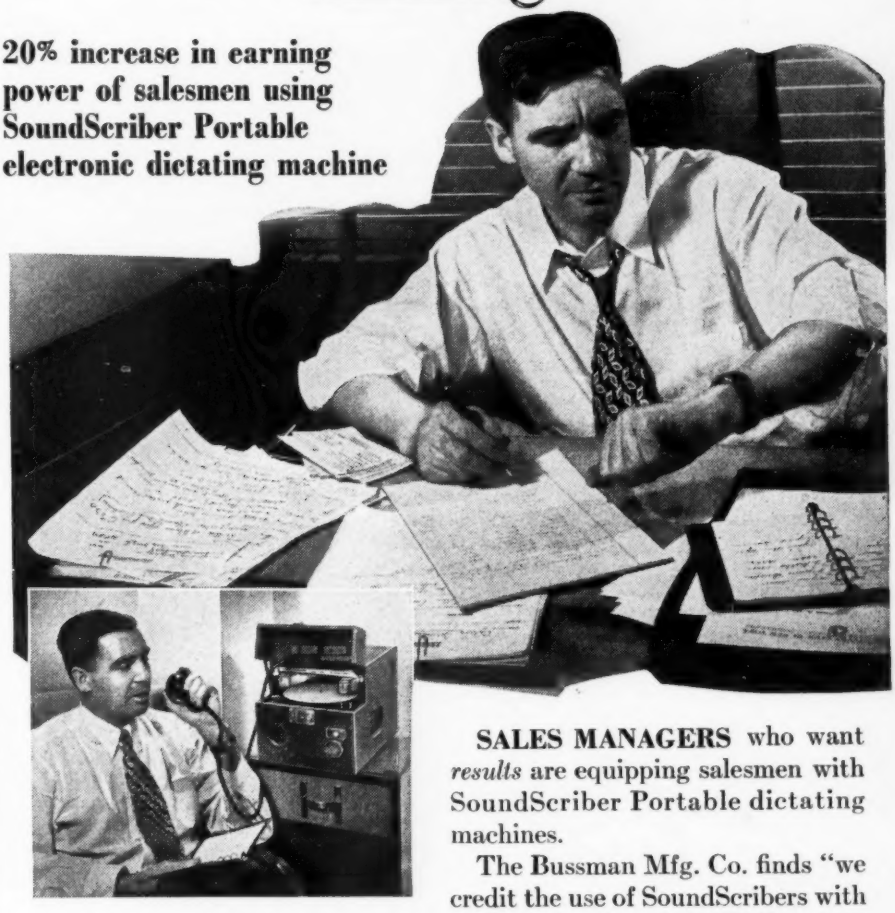
P. 322—Huntington-Ashland (Metropolitan County Area) Retail Sales: 124,130; % USA Retail Sales: .129.

P. 383—New Orleans Metropolitan Area, Food: 92,155.

P. 386— Population figures for Highland Park and University Park, neither within the municipal boundary, were included in the Dallas estimate. Correct figure 448.8.

Turn "paper-time" into selling time!

20% increase in earning power of salesmen using SoundScriber Portable electronic dictating machine



SALES MANAGERS who want *results* are equipping salesmen with SoundScriber Portable dictating machines.

The Bussman Mfg. Co. finds "we credit the use of SoundScribers with enabling our salesmen to make 2 more calls a day, and with 20% greater productivity. They increase their earning power, save time and effort writing reports or making lengthy telephone calls."

Hundreds of sales managers all over America are putting SoundScriber Portables to work because

a. salesmen report on time
b. they supply live field facts
c. they "talk" clear, complete reports

Talk to salesmen from your office desk—any time; they can talk to you—any time—from their homes, their hotels, a prospect's office, their cars. SoundScriber Portable works anywhere! No wonder hundreds of firms all over America—large and small—are turning to SoundScriber for sales communication.

The facts on SoundScriber results are amazing—hard to believe! Let us prove them. Write today for *all* the facts. You'll get immediate action—SoundScriber action!

First in disc dictation
SOUNDSCRIBER
Trade Mark
First electronic dictating system

The SOUNDSCRIBER CORPORATION, Dept. SM-6
New Haven 4, Connecticut
O.K. Send me full *data* on SoundScriber for salesmen.
NAME_____
COMPANY_____
ADDRESS_____
CITY_____ STATE_____

How Yale and Towne Pipelines Sales Aids to the Field Force

***Based on an interview by Terry Armstrong with* JAMES S. McCULLOUGH**
Manager, Sales Promotion and Advertising, Yale & Towne Manufacturing Co., Philadelphia Division

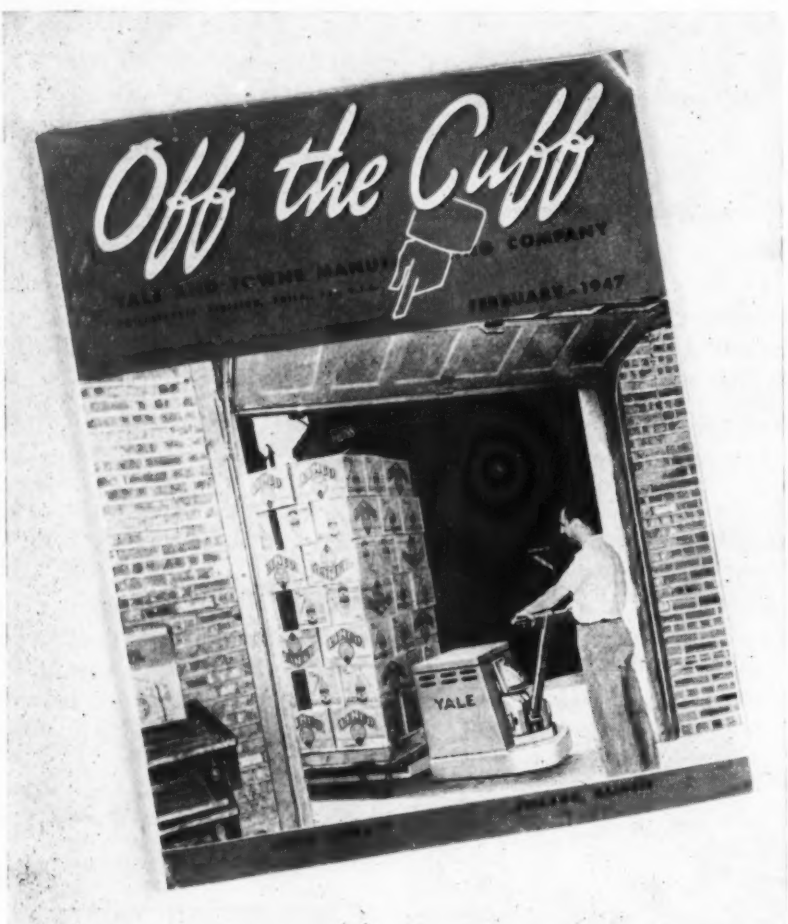
Y & T, Philadelphia Division, believes in servicing its sales representatives—and regularly. A sales kit in magazine form provides them with fresh selling tools each month.

Companies which have accepted the fact that competition definitely is back, have lost no time in giving their sales staffs every ounce of support and cooperation they can. In other words, there are not many in top management who do not recognize that proper and complete *servicing* of each salesman from headquarters is only downright smart sales promotion.

Because of this growing attitude what is happening? Today's average salesman, particularly in the industrial field, is likely to find himself under an almost daily bombardment of mail from the home office. In one town he may receive a batch of mail which includes revised price lists, a morale-building letter and a copy of one of the company's latest advertisements. In the next town he may find awaiting him a schedule of shipping dates, a letter of criticism, information on a new product, etc. Of the numerous communiques he has received, he may have filed some for future reference—and he may have lost or mislaid others. However, if they are not conveniently on hand when he needs them there is considerable doubt as to the effectiveness of headquarters' servicing efforts.

The management which is worried by such a situation may find a suggestion if not a remedy in the method employed by Yale & Towne, Philadelphia Division.

The company, which manufactures electric industrial trucks and tractors, chain hoists, electric hoists, scales and other mobile handling equipment, several years ago devised a successful and unique medium for *servicing* its sales organization. It is unique in that it gives each salesman once a month everything he needs to know, everything he needs to work with and more, all in one compact, convenient package. It is actually a sales kit in magazine form. Titled "Off the Cuff," it is not any ordinary company publication. It is a sales tool designed for and distributed exclusively to the sales organization of 350 men including the export division.



PUBLISHED FOR THE SALES ORGANIZATION EXCLUSIVELY, "Off the Cuff" features timely articles on material handling equipment, current Y. & T. ads, recently received orders, production and shipping schedules and sales records.

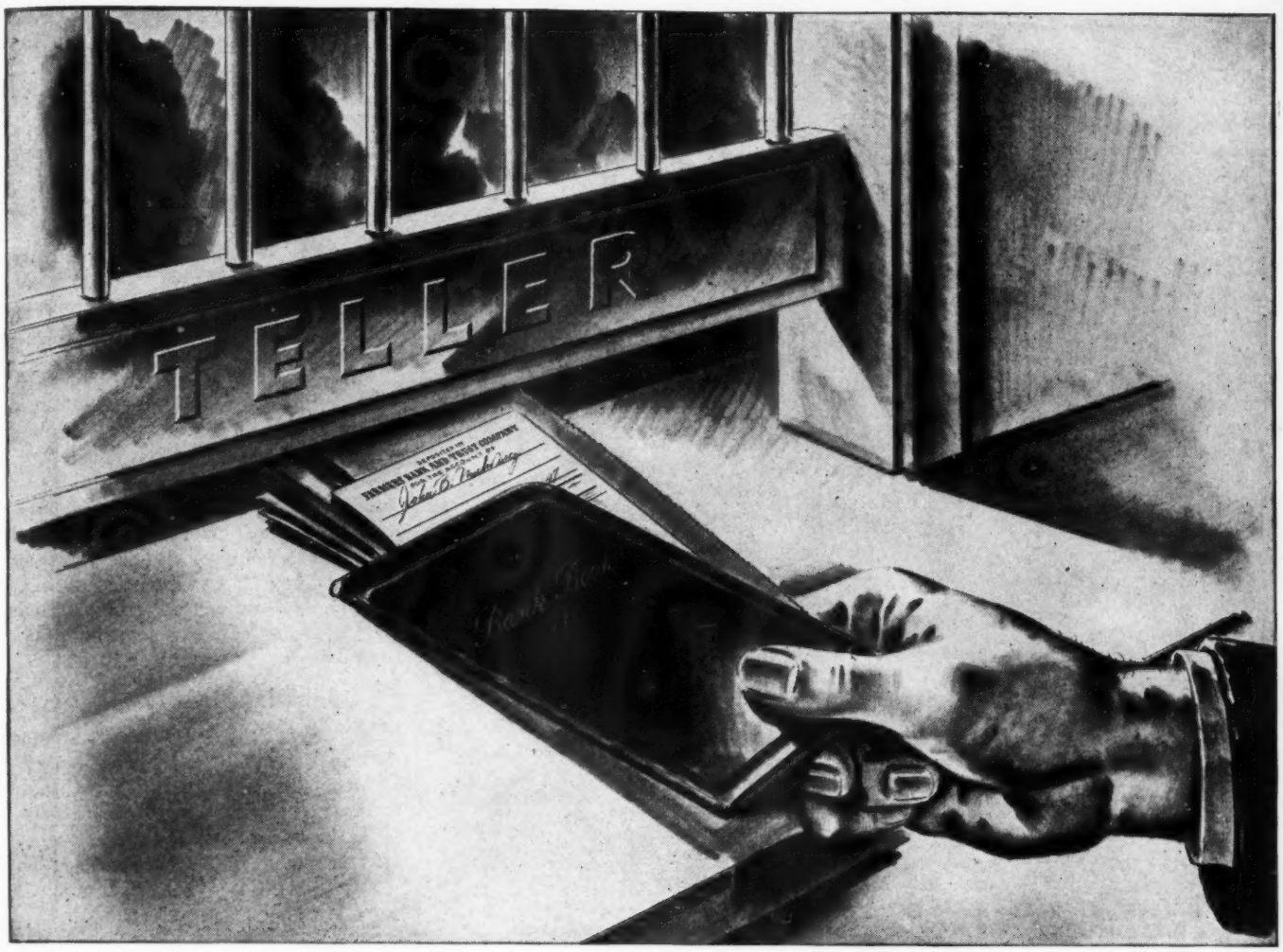
Consolidates Aids

"Off the Cuff" is concrete proof that the sales manager's office and that of the advertising and sales promotion director can cooperate in consolidating all essential, helpful and inspiring sales aids for the men in the field.

This publication, which has become the "brief case Bible" of Y. & T. (Philadelphia Division) salesmen has a really professional appearance. The cover, of heavy coated stock, is a three-color job and always features some piece of Y. & T. mobile equipment in actual use in some prominent plant. Even so, "Off the Cuff" is not as expensive to produce as one would suppose. In one issue may appear some pages of printed matter, some of photo-offset and others mimeographed or multigraphed.

For a clearer understanding of how the home office provides a balanced editorial diet for Y. & T. salesmen, let's run through a recent issue.

In the table of contents we see that a regular department titled "Sales Ladder" leads off. What is this



How to Build Buying Power



Buying power is built by increasing income and savings. Rural families of the 14 Southern states are breaking all records in building buying power.

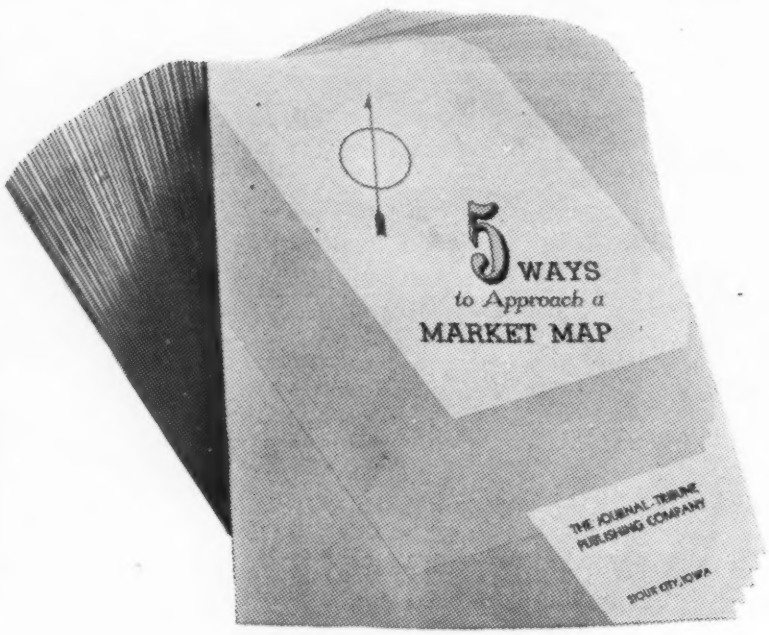
Their cash farm income is now $6½ BILLION per year—$4 BILLION higher than in 1940. Their demand and time deposits in country banks and farm-owned war bonds total $6 BILLION—a gain of nearly $5 BILLION over 1940.

Buying power attracts advertising. In 1945, and again in 1946, The Progressive Farmer made greater gains in advertising linage than any other monthly farm magazine.

Send for your free copy of* OPEN THE DOOR TO $ALES *a new book of market information on the Rural South.

Advertising Offices: **BIRMINGHAM, RALEIGH, MEMPHIS, DALLAS, NEW YORK, CHICAGO**
Pacific Coast Representatives: Edward S. Townsend Co., San Franscisco, Los Angeles

NOW AVAILABLE

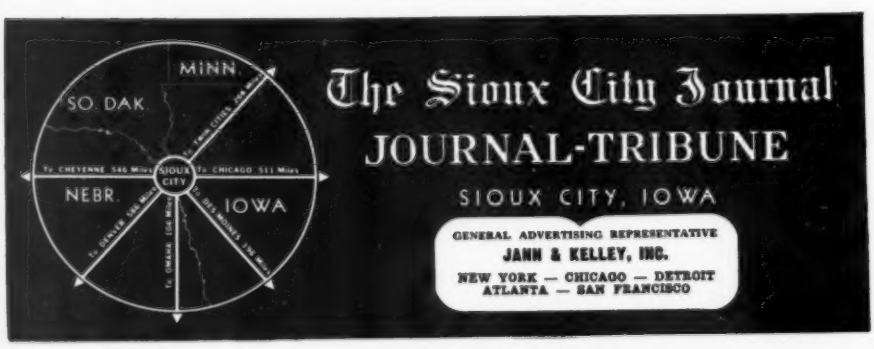


New Market Data Booklet
ON THE SIOUX CITY MARKET

"Five Ways to Approach a Market Map" is the unique new market data booklet of the Sioux City, Iowa, market. Editor and Publisher calls it "One of the most competent jobs of its kind we have ever seen! Impressive . . . quiet, factual, business-like."

A compact 12-pager, 8½ x 11 inches and divided into five sections it treats the market story concisely, intelligently and without shouting promotional intrusions. It simply tells the great story of a great market.

It's the kind of market data book you would like to see. If you have not already received your copy–write posthaste for it. Requests can be filled only as long as present supply lasts.



"Sales Ladder?" It includes an insert in the form of a confidential report to each salesman on the sales standing for his territory.

First this confidential report gives the monthly rating and then a report of the sales standing of the salesman's territory for the previous year. Then follows an open monthly report naming those holding the top 10 rungs of the sales ladder, product by product, for their territories. A similar open report of the previous 12 months is also included.

In the next group of pages the salesmen have actual copies of Y. & T. current advertisements in industrial publications. Also bound right into the magazine are reprints of articles on Y. & T. products from various industrial papers. In addition there is a general article reprinted from "Load" on material handling.

Then follow letters, reproduced in offset, from Yale & Towne product users or from prospective users.

Shipping Schedules, Too

In this particular issue, as in most others, personalities in the Yale & Towne organization and their activities are featured.

It should be pointed out here that a refreshing change of pace in the contents is provided by a generous sprinkling of excerpts from talks and articles pertaining to material handling and mobile handling equipment.

Then comes a section which is valuable to the salesmen as a ready reference manual. This department is prepared by the sales-engineering department and consists chiefly of charts and tables explaining specifications, handling capacity and performance, and applications of the various Y. & T. material handling products.

In this same issue there's an announcement of a new hand truck drive under way and a message to the men about preparing the sales path. There is also a discussion about skid platforms and what to do about customer demands for such platforms in the face of some still existing materials shortages.

Production and shipping schedules also make up a regular department of "Off the Cuff" which eliminates much of the correspondence ordinarily involved on such subjects.

Through the magazine the sales organization is kept informed of important orders received. For instance, this issue listed some dozen or so leading companies which recently ordered Y. & T. industrial scales.

Another outstanding feature of this Yale & Towne sales magazine is the Perpetual Index. This index lists all the important articles which have ap-

*Levelcoat**

PRINTING PAPERS

A PRODUCT OF Kimberly Clark RESEARCH

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Newark.....J. E. Linde Paper Company
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Albany.....Hudson Valley Paper Company
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Buffalo.....Paper Service, Inc.
Buffalo.....Union Paper & Twine Co., Inc.
New York.....Baldwin Paper Comapny, Inc.
New York.....Bulkley, Dunton & Co., Inc.
New York.....The Canfield Paper Co.
New York.....Forest Paper Company, Inc.
New York.....J. E. Linde Paper Company
New York.....A. Price & Son, Inc.
New York.....Royal Paper Corporation
Rochester.....Paper Service, Inc.
Syracuse.....Paper Service, Inc.
Troy.....Troy Paper Corporation
NORTH CAROLINA
Charlotte.....Dillard Paper Company, Inc.
Greensboro.....Dillard Paper Company, Inc.
NORTH DAKOTA
Fargo.....Western Newspaper Union
OHIO
Cincinnati.....The Chatfield Paper Corporation
Cleveland.....The Petrequin Paper Company
Columbus.....The Scioto Paper Company
Toledo.....The Ohio & Michigan Paper Co.
OKLAHOMA
Oklahoma City.....Carpenter Paper Company
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Lubbock.....Carpenter Paper Company
San Antonio.....Carpenter Paper Company
UTAH
Salt Lake City.....Zellerbach Paper Company
VIRGINIA
Richmond.....Cauthorne Paper Company
WASHINGTON
Seattle.....Zellerbach Paper Company
Spokane.....Zellerbach Paper Company
Walla Walla.....Zellerbach Paper Company
Yakima.....Zellerbach Paper Company
WISCONSIN
Milwaukee.....The Bauer Paper Company

EXPORT AGENTS
American Paper Exports, Inc., New York, U. S. A.
Cable Address: APEXINC—New York

If our distributors cannot supply your immediate needs, we solicit your patience. There will be ample Levelcoat Printing Papers for your requirements when our plans for increased production can be realized.

KIMBERLY-CLARK CORPORATION • NEENAH, WISCONSIN

122 East 42nd Street, NEW YORK 17
155 Sansome Street, SAN FRANCISCO 4
8 South Michigan Avenue, CHICAGO 3
22 Marietta Street, N. W., ATLANTA 3

*TRADEMARK

peared in previous issues of "Off the Cuff."

The usefulness of this department to the sales organization cannot be over-estimated. For example, let us say a Y. & T. salesman has as a prospect a food processor. The salesman has only to turn to the Perpetual Index for a case history of how the proper selection of mobile handling equipment expedited food production. Another salesman possibly may have a customer interested in ways and means of keeping power trucks running at maximum efficiency. As far as the salesman is concerned, the answer is in the index under the title, "Recommended and Useful Tools for Power Truck Maintenance."

This issue is typical of the general character of the magazine in that it covers everything of current interest and value to the sales organization as well as providing a rich source of information and help for making future sales.

While "Off the Cuff" deals with the complex business of industrial selling, it has an element of breeziness about it. This is due, in the main, to the brevity and clarity of the articles and the frequent use of cartoons.

Besides each representative receiving his personal copy, additional copies of each issue are sent to every Y. & T. sales office. Reprints of all pertinent articles appearing in "Off the Cuff" also are kept on file in the home office and are available to the men at any time.



Sales Binder: This is the ready reference book on cleaners and sales aids prepared by Premier Vacuum Cleaner Division, General Electric Co., Cleveland. The binder provides a place for everything about Premier, indexed for quick use. This three-ring, 8½ by 11 inch binder is divided into six sections and is designed especially for distributors and dealers.



YOURS—a year around vacation resort

Look What You Get!

4 lakes within walking distance; swimming, boating, skating in season. 8 golf courses, 207 tennis courts, 2 yacht clubs, 5 archery ranges available. Handy to 5,000 acres of beautiful parks and playgrounds with bridle paths and ski trails. Fine hunting and fishing only 1 to 3 hours away. Superb facilities for every sport. Convenient to all cultural and commercial activities of two cities with almost a million population. Close to good schools and colleges and America's second largest university. Reason for selling: family moving to new resort down the street.

Actually, that's a private family home you see pictured here. And if it were for sale, you'd be lucky—although it's only one of many, many Minnesota homes that offer these same unusual advantages for healthful, happy living.

Is it any wonder that people like to live in Minnesota? And is it any wonder that this Minnesota *way of life* attracts an exceptional race of people? If your business depends upon workers of high skill and intelligence, of unusual stability and productivity, it will pay you—as it has many manufacturers—to get a first hand view of Minnesotans in action.

This is an invitation. Come to Minnesota this summer and mix a lot of pleasure with a little business. First, head for the north country of forests and lakes where fine modern hotels, resorts and wilderness camps are ready to welcome you. Roll down to Minneapolis for the internationally famed Aquatennial celebration, July 18th through 27th. Take time to visit the thriving Twin Cities, Duluth at the "head of the lakes", and the lovely small cities around the state.

And always—watch these Minnesotans! Their skills and versatility are evident in the variety of nationally distributed manufactured items they produce. One example: the top quality, styled-to-the-minute under and outer garments, made by 108 Minnesota firms and sold in America's best stores under the famed label: "Minnesota-Inspired."

One experienced engineering firm has said, "The great asset of Minnesota is the unique skill and intelligence of its people." One visit to Minnesota will convince you it's true.

And we believe that one visit will never be enough for you, once you've sampled this incomparable *way of life*. How about this summer?



Minneapolis Star ★ ★ ★ Minneapolis Tribune

EVENING — JOHN COWLES • *President* — MORNING & SUNDAY

Central Charity Fund Eases Good-Will Headaches

Businessmen of Beloit, Wis., have found a practical solution to the problem of handling charity donations. They retain good-will by sticking to nine simple rules.

Sales executives who are called upon to make donations on behalf of their companies to local charities can get some tips on how to handle the donations problem from the plan worked out by business people in Beloit, Wis.

Beloit, a city of 40,000 people, has developed a plan which helps merchants and manufacturers save 60% of what they would have paid out in donations in the past nine years—and solved a public relations problem.

The plan is simple. Some 50 business firms make their donations not directly to charities, but to the charity fund of the Beloit Commercial Club. All those seeking charity donations must make their request to the club. If the request is approved by a group of judges, the club makes the contribution. This takes the burden from business firms of sifting charity requests.

Fund Rules

At present, the 50 firms—members of the Beloit Commercial Club—pay into the charity fund 50% of the money they paid out in donations in 1937. The fund is operated under these rules:

1. Each firm will under no circumstances make an individual contribution directly to a charity. The firm will refer all requests directly to the fund. If the judges of fund contributions reject a request, an individual firm will not make a contribution to the charity anyway, nor will it supplement a club contribution.

2. Each participant agrees in writing to make the contribution worked out by the charity fund trustees and the firm. No participant will contribute less than $25 in each year.

3. Funds are in custody of local banks, all contribution checks being deposited in banks upon which the checks are drawn.

4. The board of trustees for the charity fund is composed of one officer of each bank together with the secretary of the Commercial Club.

5. Reports on receipts and disbursements are made quarterly. The annual report is audited. Amounts subscribed by each contributor are not reported, avoiding possible criticism of amounts paid in to the charity fund.

6. Only one contribution per year is made to any one group.

7. Under no circumstances are donations made to groups employing promoters on a percentage basis.

8. No contributions are made to convention programs published on a percentage basis.

9. When charity solicitors request a donation from the Commercial Club fund, the secretary of the fund provides the solicitor with a list of fund contributors. The solicitor is not to call upon these members. If he wishes to solicit non-members he is free to do so, of course. If the charity meets approval of the charity fund trustees, the solicitor is given the fund donation. This puts a stop to duplication in collections.

"Advertising schemes are difficult to handle," says Oscar Nelson, club secretary. "With college and high school year books, we enter into contracts for exactly the same amount of space our members have been using. We do not buy show and dance tickets under any circumstances."



How Advertising Works

It was an ordinary workday morning—not a holiday or special occasion—when the entire factory and office force of Kirsten Pipe Co., Seattle, Wash., gathered recently for a meeting on the main production floor amid high speed machine tools.

Everyone was there on company time, too. On an improvised stage, there were charts depicting sales curves . . . there was a particularly elaborate visual presenting the what and the why of a sound advertising campaign . . . and there were originals of the finished exhibits —layouts, art, copy, dummies . . . all the trappings suggestive of a sales meeting.

It was a sales meeting—but for the company's plant force. It was a meeting to present Kirsten's 1947 advertising campaign to the factory force just as it was presented to Kirsten's salesmen several weeks previously. Kirsten employes were shown by Charles K. Wiggins, Kirsten's executive vice-president, and by William H. Horsley, president, Pacific National Advertising Agency, Seattle, how the company and the agency laid out specific campaigns.

In Dallas
IT'S THE
TIMES HERALD
ASK THE BRANHAM MAN
Why

The REFRIGERATING DATA BOOK . . .



- That's the REFRIGERATING DATA BOOK . . . with a guaranteed *paid* circulation in excess of 15,000 copies . . . plus industry-wide acceptance and use.
- REFRIGERATING DATA BOOK users refer constantly to the hundreds of pages of fundamental refrigerating data and the "where to buy it" information in the Refrigeration Classified section in the back of the book.
- Published by the AMERICAN SOCIETY OF REFRIGERATING ENGINEERS, publishers of REFRIGERATING ENGINEERING, official journal of the industry.

CLOSING DATE: August 15, 1947

THE AMERICAN SOCIETY OF REFRIGERATING ENGINEERS
40 West 40th Street
New York 18, N. Y.


Refrigerating ENGINEERING

. . . coming your way



PLASTIC FLOAT: It's easy to inflate and handle. Supports a person weighing 200 pounds.

..... water sleds, which may be used as rafts or floats are appearing in the "Fun Line" of plastic beach accessories manufactured by the DuPage Plastics Corp. The sleds will support a person weighing 180 to 200 pounds. Two feet wide, they are available in either four foot or six foot lengths. Made of soft vinylite plastic, they are easy to inflate and handle.

..... tele fender parking lamp, designed to ease the auto battery drain problem, has been brought out by the Teleoptic Co., manufacturer of motor car lamps and directional signals. The new fender lamp, the manufacturer asserts, reduces battery drain to the lowest possible minimum. It draws only 11/100 ampere per hour, yet continuously shows a steady, bright light clearly visible at 1,000 feet. Of compact design, the lamp is chrome-plated and weighs less than three ounces. Lens is of fine ruby-glass.

..... wype, a new form of auto enamel that is wiped on with a powder puff, is being introduced by Wype Corp. Exhaustive tests conducted by the company show that the product gives a lustrous, long-wearing, brilliant finish. It is said a properly applied covering of Wype looks like a high-quality spray job, but requires no masking or spraying equipment to put on. It requires no brushing and shows no streaks or lap-marks. A powder puff is furnished with each quart so that the finish may be wiped on with long, easy strokes. The manufacturer claims that a complete coat of Wype can be applied in an hour. Guaranteed for two years against cracking, fading or peeling, Wype is now available in eight popular colors.

..... post-o-meter, a completely automatic computing parcel post scale for speedy, accurate mailing operations, is being put on the market by Detecto Scales, Inc.



COMPUTES parcel postage automatically

The computed result on the illuminated drumchart of the Post-O-Meter is made visible by the sim-

SPOT RADIO... in major markets

...made SKIPPY PEANUT BUTTER America's Largest Seller!



GARFIELD and GUILD
Advertising
660 MARKET ST. EXBROOK 3420
SAN FRANCISCO 4, CALIFORNIA

March 17, 1947

Mr. Lindsey Spight
John Blair & Company
Russ Building
San Francisco, California

Dear Lindsey:

On the anniversary of our Skippy Hollywood Theater program I was glad to write a little letter of appreciation to some of the stations you represent. Really, my letter should have been an expression of gratitude and appreciation to an advertising medium — Spot Radio.

As you know, Lindsey, our agency has been built by developing little advertisers into big ones.

By using Spot Radio, it has been possible, for instance, to develop a successful advertising formula for Skippy. This formula, applied in major markets, has built Skippy to first place as America's largest selling peanut butter.

On account after account, the flexibility and local impact of Spot Radio has served Garfield & Guild advertisers. Those of our accounts who use Spot Radio get usable coverage, local identification and measurable results that builds confidence in the effectiveness of advertising.

In our experience, Spot Radio is second to none in supplying prestige, consumer influence, and economical coverage that goes to make a successful advertising program.

Cordially,
Walter Guild

Walter Guild

WGrDO

MEMBER AMERICAN ASSOCIATION OF ADVERTISING AGENC



● A product . . . a plan . . . and a *hard-selling* medium! Those are the elements combined by Garfield and Guild to put *Skippy* in first place among peanut butters.

Spot Radio is the medium! And on it the Skippy Hollywood Theater *sells the millions that buy.*

You can sell those millions, too . . . with *locally produced* Spot Radio Programs. Ask your John Blair man about their *pre-tested* audiences in the markets you need . . . on the leading stations he represents.

SPOT PROGRAMS SELL PRODUCTS

JOHN BLAIR & COMPANY

REPRESENTING LEADING RADIO STATIONS

Offices in Chicago • New York • Detroit • St. Louis • Los Angeles • San Francisco



The Most Powerful Purchasing Agent in the World

354,182 Women

(Age 25 to 50)

READ
The Detroit Times
EVERY DAY

No need to elaborate on the buying power of the 354,182 women (age 25 to 50) who read The Detroit Times every day. Every space buyer, every advertising executive, every sales manager knows the tremendous impact this vital segment of any market has upon sales—whether these sales be food, furniture, automobiles, apparel, cosmetics, insurance, vitamin pills, pianos—or new shoes for Junior, a layette outfit for the new arrival or a new suit for hubby.

Here is the most powerful purchasing agent in the world—the woman—in that vital age bracket, 25 to 50. Every day 354,182 of them read The Times—which is the reason why The Detroit Times is an ***indispensable medium for sales*** —in the Detroit Market.

NO COVERAGE IS COMPLETE WITHOUT THE 400,000 FAMILIES REACHED BY ***The DETROIT TIMES***

REPRESENTED NATIONALLY BY THE HEARST ADVERTISING SERVICE

ple zoning keyboard. To avoid any errors in the reading of the postal charges, the company has designed the keyboard windows with "gun-sights," so that the operator will always know the precise postage due on the parcel. This scale has a capacity of 70 pounds and a sensitivity down to two ounces. A patented shock-absorber mechanism cushions the fall of the package, thus saving the scale many years of wear and tear. In addition, packages of any size may be placed on the Post-O-Meter platform without fear of obstructing the view of the zoning keyboard. The drumchart is replaceable, should postal rates and regulations change.



REMOVES staples neatly, quickly

..... staple remover enables one to remove staples without tearing the paper or breaking the fingernails. A product of Metal Products Inc., it is similar in shape and size to a small nail clipper. The wedge-shaped tip is first inserted under the staple, which is subjected to a vise grip. Pressure of the thumb on a top lever closes a flat spring and the staple is cleanly removed from the paper. The thumb is then released from the lever and the snap of the spring ejects the staple from the remover. The device is described as being an ideal all-purpose remover for store, school, office, factory or home. It solves the problem of removing staples from bulletin boards, drafting boards, food bags, cleaning bags, cardboard window displays, etc., and from practically all types of paper stock. The "Handy" staple remover is of brightly finished steel and brass construction and has no complicated parts to break or wear under normal use.

Radio Station

WOOD

GRAND RAPIDS, MICHIGAN

5000 WATTS

NBC

Affiliate

Outstate Michigan's Greatest Station

☆ ☆ ☆

National Sales Representative—Paul H. Raymer Co.

New York Chicago Detroit

Boston Atlanta Los Angeles San Francisco

All Wrapped Up for Immediate Delivery!



CONTENTS

1. Systematic confirmation of sleeping rooms;
2. Blueprint for fully equipped meeting rooms;
3. Clockwork schedule for banquets under direction of Sales Department;
4. Sales meeting, entertainment and publicity aides;
5. Credit courtesies;
6. New—TELEVISION;
7. Teletype service for quick transmittal of all hotel information. Call NY 1-1384;
8. All servicing arrangements are handled through ONE INDIVIDUAL in the Sales Department.

For complete information write Duane W. Carlton, Director of Sales and Advertising.

Hotel NEW YORKER

2500 Rooms • Frank L. Andrews, *President*

34TH STREET AT EIGHTH AVENUE, NEW YORK 1, N. Y.

DIRECT TUNNEL CONNECTION TO PENNSYLVANIA STATION

Tough Going, but the Margarine Fight Makes Headway

BY ETNA M. KELLEY

The industry wins in some states and loses in others, but each year shows some gains made in the direction of a freer market unhampered by so many discriminatory taxes.

The margarine industry won an important victory when a precedent was set early this year. The Pennsylvania Supreme Court upheld a county court decision that license fees by wholesalers and retailers of margarine are in violation of both State and Federal Constitutions. This was a milestone in the 60-year-old struggle between dairy and margarine interests.

During the past years the margarine industry has been waging a legislative war abetted by side-line allies —ranging from grocers' associations, farmers who grow soy beans, peanuts and cotton, to indignant consumers.

Win Public Approval

Members of the margarine industry are heartened by the feeling that right is on their side and that public opinion is with them. They know that before the war many housewives wanted to buy margarine, but regulations governing its sale prevented most grocers from stocking it. Later, the combination of wartime prosperity and the fat shortage increased the number of outlets willing to absorb the costly tariffs imposed on those selling margarine. More higher-income families were induced to sample it, and many became permanent users. The National Association of Manufacturers recently reported that by the end of 1946, 72% of grocers' customers in this country were using margarine.

This means that there are thousands of families willing to take the time to color their own margarine at home. Twenty-three states prohibit the sale of colored margarine, and a Federal law, requiring that a tax of 10c be paid on the manufacture of each pound of yellow margarine, reduces to a very small minority the number of outlets selling it. Margarine producers point out that they use the same coloring with which butter is dyed throughout most of the year. Paradoxically, some margarine made chiefly from soy bean oil is naturally yellow and must be bleached to conform with the law.

Margarine is the only food victim of discrimination by taxes, license fees and other restrictions. Members of the industry maintain that these fees bring in comparatively little revenue and are unnecessary as a health safeguard, since margarine, like other foods, is regulated by Federal and State Pure Food laws.

Taxes and license fees vary widely. In addition there are many bothersome local regulations governing the way margarine is displayed, the size and type of letters used in spelling the word "Oleomargarine" (*margarine* must not be used on the package under any circumstances) and obligatory announcements, on menus or placards, where margarine is served.

Fourteen grocers' associations have recently passed resolutions urging the repeal of existing margarine laws, and Pennsylvania grocers are credited with having been partly instrumental in the recent legal victory. The resolution passed by the Oklahoma Retail Grocers Association minced no words; referred to the "obnoxious and discriminatory $6 (for selling uncolored margarine) and $48 (colored) license taxes," and the "silly and asinine 10c per pound tax on factory-colored margarine." These references are to Federal laws, since Oklahoma has no State restrictions or fees involving margarine.

In 1947, a year when most State legislatures meet, bills have been introduced or legislation passed in 11 States thus far. Three of these involve institutional use of margarine. Oregon, for example, repealed the ban against such use on March 27.

Ohio, second largest margarine producing State (about 75 million pounds in 1946) has been the center of a lively legislative fight this year. Consumers are aroused and editorial pro-margarine comment is forceful. Efforts were centered on repealing the prohibition against colored margarine. Hearings were begun in early April, but postponed when discussion grew too hot.



There is room for both in this buggy

Tennessee has a number of margarine regulations and fees. It permits the sale of colored margarine, but nullifies this by a tax of 10c a pound —on top of the 10c Federal tax. Only one retailer in the State sells the colored variety. A bill to repeal the State tax was introduced this spring, but died. Even if it had passed, the margarine people would not have been satisfied, as a joker stipulated that yellow margarine be sold in a package different from the usual butter carton.

Battlefield: Pennsylvania

Now all eyes are focused on the fight in Pennsylvania where the whole margarine industry is squared off against the national dairy bloc. What the margarine people want, now that the State Supreme Court has declared wholesalers' and retailers' license fees unconstitutional and in restraint of trade, is the repeal of the entire Pennsylvania margarine law. This would knock out all special margarine fees. The dairy bloc is retaliating with new bills defying the Supreme Court ruling.

State laws and other restrictions vary widely. Wisconsin bans colored margarine and requires these license fees: manfacturers, $1,000 a year; wholesalers, $500 a year; retailers, $25 a year; and graded institutional fees. Even boarding houses with

three or more boarders during the year have to pay. There is also a tax of 15c a pound on all margarine sold in the State. On all margarine purchased from an out-of-state dealer, a licensee must pay a tax of 6c a pound. The state also requires voluminous records to be kept by any person who sells or ships margarine.

Connecticut has an odd requirement. Bakers who sell food containing margarine must display signs: "Oleomargarine used here," in black Roman letters two inches wide and four inches long.

Despite all this, demand for margarine has risen. New York prohibits both the manufacture and the sale of colored margarine, but 16,400 dealers sell it uncolored. Some states are less stringent. Both Indiana and Texas place no restrictions on margarine manufacture or sale. But there are still the formidable Federal restrictions to cope with. These are as follows:

	Colored	Uncolored
Excise Taxes	10c per lb.	14c per lb.
Manufacturers' License Fees	$600 per year	$600 per year
Wholesalers' License Fees	$480 per year	$200 per year
Retailers' License Fees	$48 per year	$6 per year

Three bills proposing the repeal of these taxes and license fees have been introduced since the first of the year. One was referred to the Agricuture Committee, which the industry regards as the "kiss of death." The fate of the others is unknown, but one, referred to the State Committee on Finance, March 27, is considered to have a better chance. It is likely that public opinion will have to be more vociferous than the dairy bloc before Federal restrictions will be eased appreciably.

The increase in margarine consumption is due in part to the energetic efforts of members of the industry. There has been considerable improvement in the flavor of many margarine brands. Vitamin A has also been added. Most producers now fortify their product with 15,000 units—the average amount in one pound of butter.

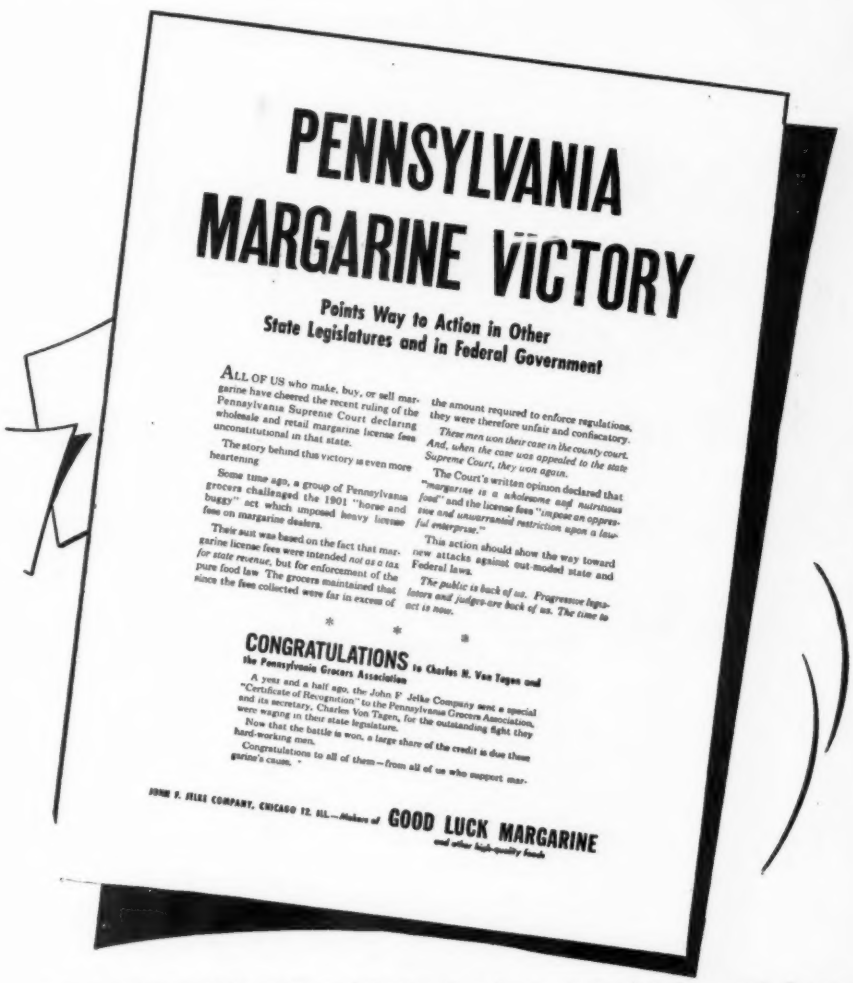
Members of the National Association of Margarine Manufacturers (to which all large producers except two belong) have stepped up their advertising and promotion, both individually and collectively. In the aggregate, they are buying more space this year than ever before. Altogether, they will use approximately: 96 full pages, 12 two-thirds pages, and 108 half-pages in national magazines; 220 full pages and 23 half-pages in Sunday magazines; 42 pages in medical and health journals; 64 pages in home economics magazines; and the equivalent of over one thousand 1,000-line newspaper advertisements. In addition, there will be 28,690 outdoor posters in 1,034 cities; 14,020 car cards in five cities; a 106-week network radio program on 232 stations; and 286 radio spots per week on 146 stations.

Members of the association conduct their own institutional campaign, through Leo Burnett. Copy is appearing in a color scheme of bright yellow, black and white, with simple, bold and highly stylized drawings of people. In consumer advertising there is always a line suggesting the "modern" pronunciation, "Mar-jar-in," and reproduction of the seal of acceptance of the Council on Foods and Nutrition of the American Medical Association. National, professional and business publications are being used.

The association uses the same color scheme for its booklets and other literature, which contain many tables, charts and graphic aids. One book, issued in 1945, is of especial interest to retailers. It tells of the industry's advertising campaigns, reproduces parts of newspaper and magazine articles on margarine, shows, through a set of United States maps, the 23 states which prohibit the sale of colored margarine and those which levy manufacturers' and retailers' license fees. It highlights a box score on legislation—number of bills introduced, passed, killed and pending.

Similar charts, pictographs and visual aids are to be found in a consumer booklet, "The Story of Modern Margarine," now in its fourth printing. Also for consumers is an attractive little booklet, "Why you have to bother to color your own Margarine," which makes a plea to women to write to their lawmakers for relief. "Quantity Recipes—25 to 50 Servings," is a cook-book for institutional use. "Mealtime Magic with Margarine," is a recipe booklet distributed by the National Cotton Council, whose interests are allied with those of the margarine makers.

Though the budget of the association, as a group, is small in comparison to the expenditures of the



PENNSYLVANIA MARGARINE VICTORY

Points Way to Action in Other State Legislatures and in Federal Government

ALL OF US who make, buy, or sell margarine have cheered the recent ruling of the Pennsylvania Supreme Court declaring wholesale and retail margarine license fees unconstitutional in that state.

The story behind this victory is even more heartening.

Some time ago, a group of Pennsylvania grocers challenged the 1901 "horse and buggy" act which imposed heavy license fees on margarine dealers.

Their suit was based on the fact that margarine license fees were intended *not as a tax for state revenue*, but for enforcement of the pure food law. The grocers maintained that since the fees collected were far in excess of the amount required to enforce regulations, they were therefore unfair and confiscatory.

These men won their case in the county court. And, when the case was appealed to the state Supreme Court, they won again.

The Court's written opinion declared that "margarine is a wholesome and nutritious food" and the license fees "impose an oppressive and unwarranted restriction upon a lawful enterprise."

This action should show the way toward new attacks against out-moded state and Federal laws.

The public is back of us. Progressive legislators and judges are back of us. The time to act is now.

* * *

CONGRATULATIONS to Charles H. Von Tagen and the Pennsylvania Grocers Association

A year and a half ago, the John F. Jelke Company sent a special "Certificate of Recognition" to the Pennsylvania Grocers Association, and its secretary, Charles Von Tagen, for the outstanding fight they were waging in their state legislature.

Now that the battle is won, a large share of the credit is due these hard-working men.

Congratulations to all of them—from all of us who support margarine's cause.

JOHN F. JELKE COMPANY, CHICAGO 12, ILL.—Makers of GOOD LUCK MARGARINE and other high-quality foods

A PAT ON THE BACK: John F. Jelke Co., (producers of Good Luck margarine) augments its regular advertising with tributes to individuals aiding the legislative battle.



In a given market

ONE NEWSPAPER is

NEWSPAPER NUMBER ONE

In San Francisco it's the EXAMINER . . and has been for more than sixty years.

Memo
To SALES MANAGERS

The Examiner now offers for the individual sales manager's use a 150-page study of its market—"Sales Operating in The Northern California Market." This book was compiled as a working sales tool for those desiring to sell this market to an absolute maximum.

REPRESENTED NATIONALLY BY HEARST ADVERTISING SERVICE

THE SAN FRANCISCO EXAMINER

NORTHERN CALIFORNIA'S NEWSPAPER NUMBER ONE

dairy industry, the efforts of the margarine people are tightly co-ordinated, and they appear to be bearing fruit. Paul Truitt is president of the National Association, which has its headquarters in Washington. A special information bureau set up within Publicity Associates, New York City, prepares the literature described above, studies of various kinds, recipe booklets, bulletins on legislation and other news of the industry and in other ways serves the press, radio, teachers and home economics workers. The individual members of the association conduct their own promotional and advertising campaigns, some of them on a considerable scale.

The individual members of the association are, for the most part, promotion-minded. They tend to use the same color scheme as that which characterizes the group's institutional advertising and promotion, especially for booklets and dealer helps. In their national advertising, most stress nutrition, flavor, and economy. Illustrations show the product in use, either as a spread or in some easily recognized food. Some manufacturers regularly show a child or family groups in their advertising.

An analysis of the leading members of the association discloses that several are well known in the food industry for products other than margarine. Among these are Durkee Famous Foods, Kraft Cheese Co., and Standard Brands. The meat packers are represented by Armour, Swift and Wilson—all of whom also sell butter. (Cudahy also produces margarine, but is not a member of the association.) Some smaller firms have excellent distribution in two or three, or as many as six states, and enjoy good volume in the areas they serve. Typical of these are: Capital City Products Co., Columbus, Ohio (Dixie); Harrow-Taylor Butter Co., Kansas City, Mo. (Richmade); and Interstate Cotton Oil Refining Co., Sherman, Tex. (Meadolake). Other members of the industry which produce extensive lines of foods are John F. Jelke Co., Chicago, and Shedd-Bartush Foods, Inc., Detroit, both advertising their brands nationally.

Interest: Common Good

Best Foods, Inc., New York City, is the only large-scale producer of margarine with national distribution, which is not a member of the National Association. Its promotional activities parallel those of members to a large extent and it works with them in certain matters of common interests. Advertising, through Benton & Bowles, Inc., is in full color, and is published in women's magazines, grocery and professional journals. The company works closely with schools and exhibits at about a dozen conventions a year. Various dealers aids are furnished, such as a "Menu Planner," issued twice a year and distributed through retailers.

Standard Brands has had national distribution for over two years for its product, Fleischmann's Blue Bonnet Margarine. To promote it, an extensive list of advertising media is used, including both national and spot radio, magazines, newspapers and outdoor advertising. The current theme is "All 3 . . . Flavor, Nutrition and Econom-e-e." The agency is Ted Bates, Inc. The company sells through its own organization of wagon distributors.

Durkee Famous Foods (a division of the Glidden Co.) has been operating margarine plants since 1929. Through the Federal Advertising Agency, it advertises margarine in a long list of national magazines. Outdoor displays and a few local radio and newspaper programs are also used. The current magazine campaign includes pages in four colors.

Swift & Co., one of the largest

WHERE TESTS ARE REVEALING



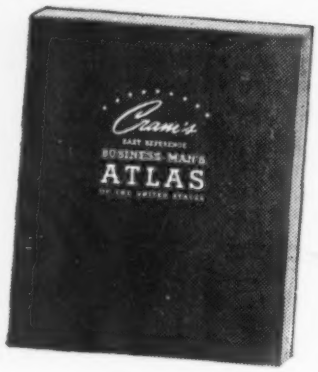
South Bend, Indiana shapes up as *the market for tests you can trust.* It is so typical of the nation's industrial-agricultural structure that *U. S. Government studies are made here.* Results in "Test Town, U.S.A." are accurate, decisive, revealing. One newspaper—and only one—covers the entire South Bend market.

The South Bend Tribune



STORY, BROOKS & FINLEY, INC. • NATIONAL REPRESENTATIVES

A BOOK EVERY SALES MANAGER SHOULD HAVE



Cram's
BUSINESS MAN'S ATLAS OF THE UNITED STATES

This is the business man's atlas —designed and compiled especially for business use. The sales manager, in particular, will find this an invaluable aid in planning and checking sales and advertising campaigns.

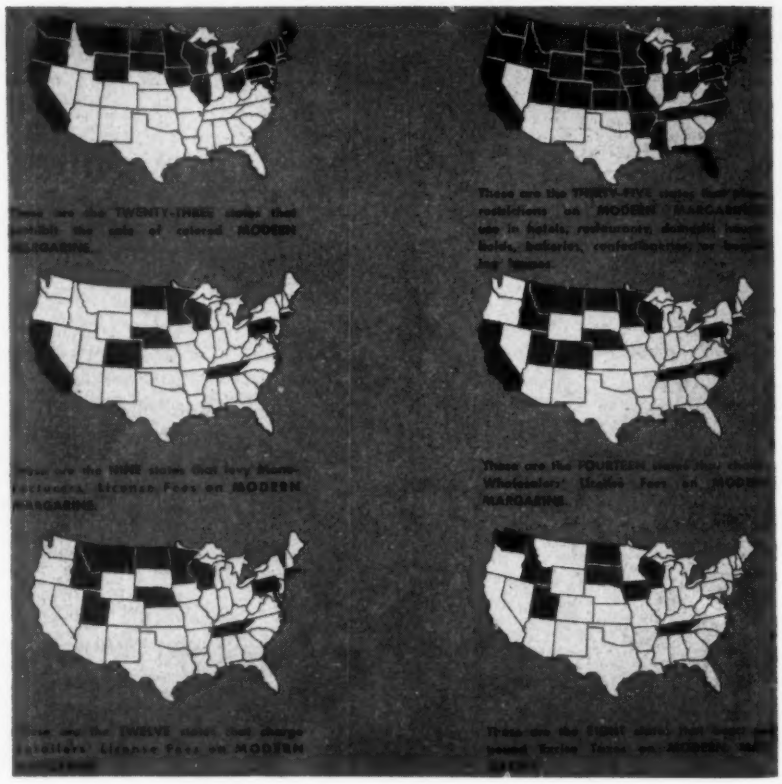
Here—for the first time within the covers of one book—are *all* the facts and figures relating to each state—in a section all to itself. There are *three* maps for each state with detailed information pertaining to counties, towns, cities, villages — with latest census figures; railway and highway routes—all the territorial data essential for intelligent sales planning and direction.

Size 12" x 15", 240 pages, flexible cover, loose-leaf convenience. Duplicate pages of any state or territory, or replacements for worn or torn pages, are available at low cost.

Price $12.50 prepaid. Descriptive circular sent on request. Address Dept. SM-6.

THE GEORGE F. CRAM CO. INC.
730 E. Washington St.,
Indianapolis 7, Ind.

MAPS · ATLASES · GLOBES · CHARTS
Cram's SINCE 1867



LOOK CLOSELY—and you can see how the different states discriminate against margarine. Add national levies and you have a true picture of margarine's burden.

in the field, has national distribution for its Allsweet brand of margarine, which is extensively advertised. The agency is J. Walter Thompson. Current magazine copy, in full color, emphasizes flavor. Other media used are newspaper supplements, newspapers, participation radio programs and outdoor boards.

Kraft Foods Co. is now conducting, through Needham, Louis & Brorby, its biggest magazine and radio advertising campaign to date for Parkay, Kraft's margarine. It includes full pages in color in Sunday newspaper supplements and national magazines, and "The Great Gildersleeve" NBC network show. The campaign is being "merchandised" to dealers, because of its application to tie-in promotions of other foods in conjunction with Parkay. The company also advertises to home economists and teachers in their journals.

John F. Jelke Co., Chicago, differs from most other members of the association in that margarine is its chief product. Its brand, Good Luck, is advertised in the color gravure pages of weekly Sunday supplements. Black and white newspaper space and outdoor posters are also used. Young & Rubicam, Inc., Chicago, is the agency.

In its business paper advertising, Jelke has kept the fight against discrimination in the forefront. The company issues attractive broadsides in color, reproducing illustrated consumer copy, with such phrases as, "It isn't raining rain—it's raining Good Luck Waffle Ads—Over 10 million copies on March 30 and April 6." On the back cover of such a broadside there is often a tribute to a member of a State Association who has identified himself with the fight against margarine taxes and licenses. The April broadside, for example, carried a salute to Harry Walker and the Independent Retail Food Distributors of Maryland. "Food should not be taxed," Walker was quoted as saying. "We have watched carefully all bills submitted in the Legislature taxing margarine, and we have succeeded in beating every one."

In good times and bad, there are thousands of families in this country whose consumption of table fats is below minimum health standards. Margarine manufacturers believe that if these families were permitted to obtain margarine, which they could afford to buy, they would be better off from a health standpoint. Farmers who grow cotton, soy beans and peanuts—the oils of which are largely used in margarine—would also benefit. Nor should the dairy industry suffer. There will always be a market for butter among those who prefer it to margarine. Skimmed milk is an important ingredient in margarine.

In the long run, public opinion will rule. From present indications margarine is inching steadily ahead.



Why films can picture the promise in your product more effectively than any other medium

To express your product's features in terms of user-benefits . . . that's the way to make people *want* to buy. Yet often these benefits are such that ordinary mediums simply haven't the range and versatility to put them across effectively.

For this, you need the most expressive of mediums —motion pictures. Most expressive because films alone can weave a compelling, persuasive story around your product . . . with pictures to show people what it looks like . . . with motion to show what it does—and what it does *for them* . . . with color to lend exciting realism . . . with sound to give voice to its pictured promise.

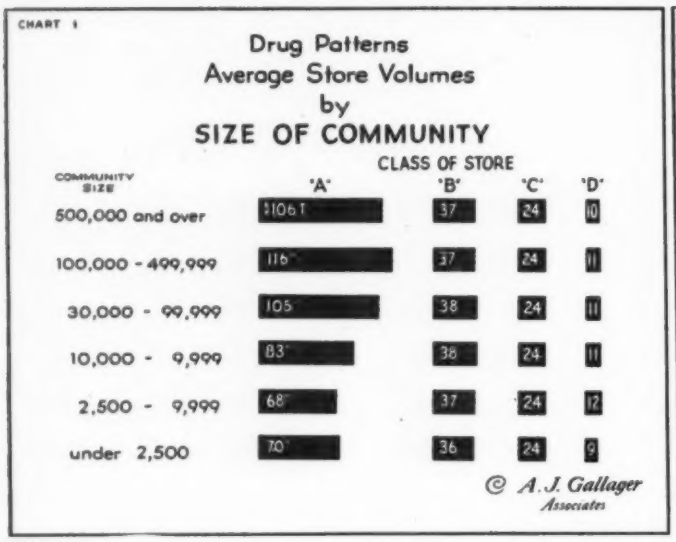
More expressive . . . more useful . . . than ever before. Because of far-reaching advances recently made in the technics of production, projection, and distribution, films are today more effective . . . more useful to advertisers . . . than ever.

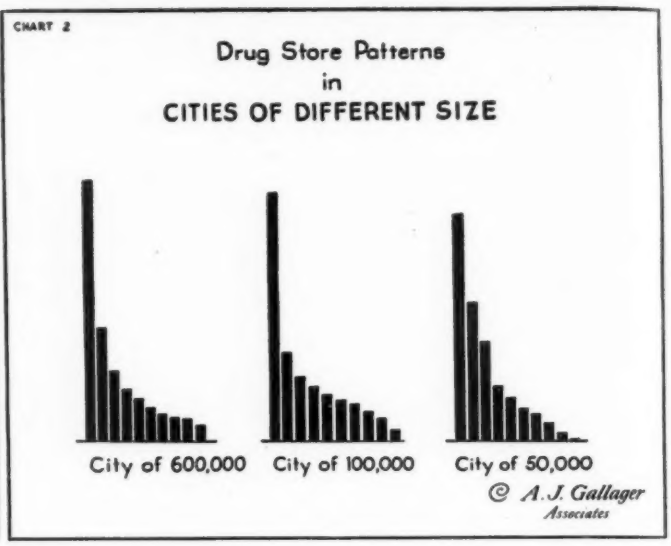
How make use of this most effective of advertising mediums? Consult a commercial film producer. His specialized knowledge will help you get off to the right start . . . quickly.

EASTMAN KODAK COMPANY
ROCHESTER 4, N. Y.

Business Films . . . another important function of photography

Kodak





Where Will Profits Come From?

Conclusion of a three-article series **BY A. J. GALLAGER**

The second installment of this series, which ran in the May 20th issue of SALES MANAGEMENT, outlined a method of analysis to apply the yardstick of Profit, as well as Volume, in the evaluation of markets.

The general results were shown for a number of widely different products and more detailed studies of a manufacturer of drug products and a full line drug jobber.

Every study made to date, regardless of type of product or business conditions at the time the study was made, showed the following results:

1. Profit depended more upon *Type of Outlet* than upon size of community or geographical location.

2. Profit, for manufacturer or jobber, came primarily from retail outlets with annual volumes of $30,000 and over. These are exceptions but, in general, for outlets with annual volumes of less than $30,000 the rate of flow of merchandise was so thin that the margin between cost and selling price of jobber or manufacturer was eaten up by high sales and handling costs.

3. Market studies of product consumption by types of families could be very misleading *unless they were related to the types of outlets* through which different markets must be tapped.

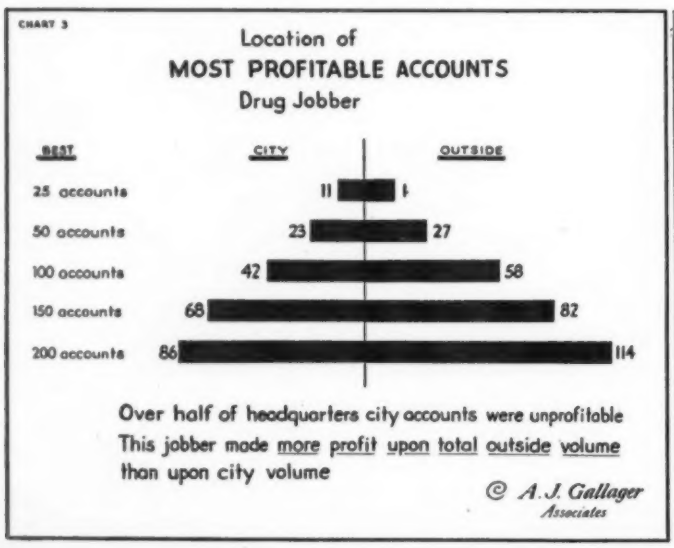
For these reasons it is particularly important to look at markets, local or national, by *types of outlets.*

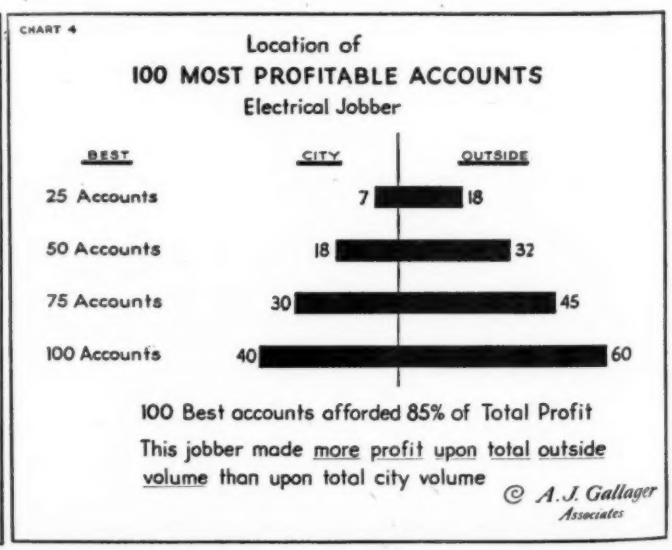
Retail Outlets of widely different types follow similar volume patterns:

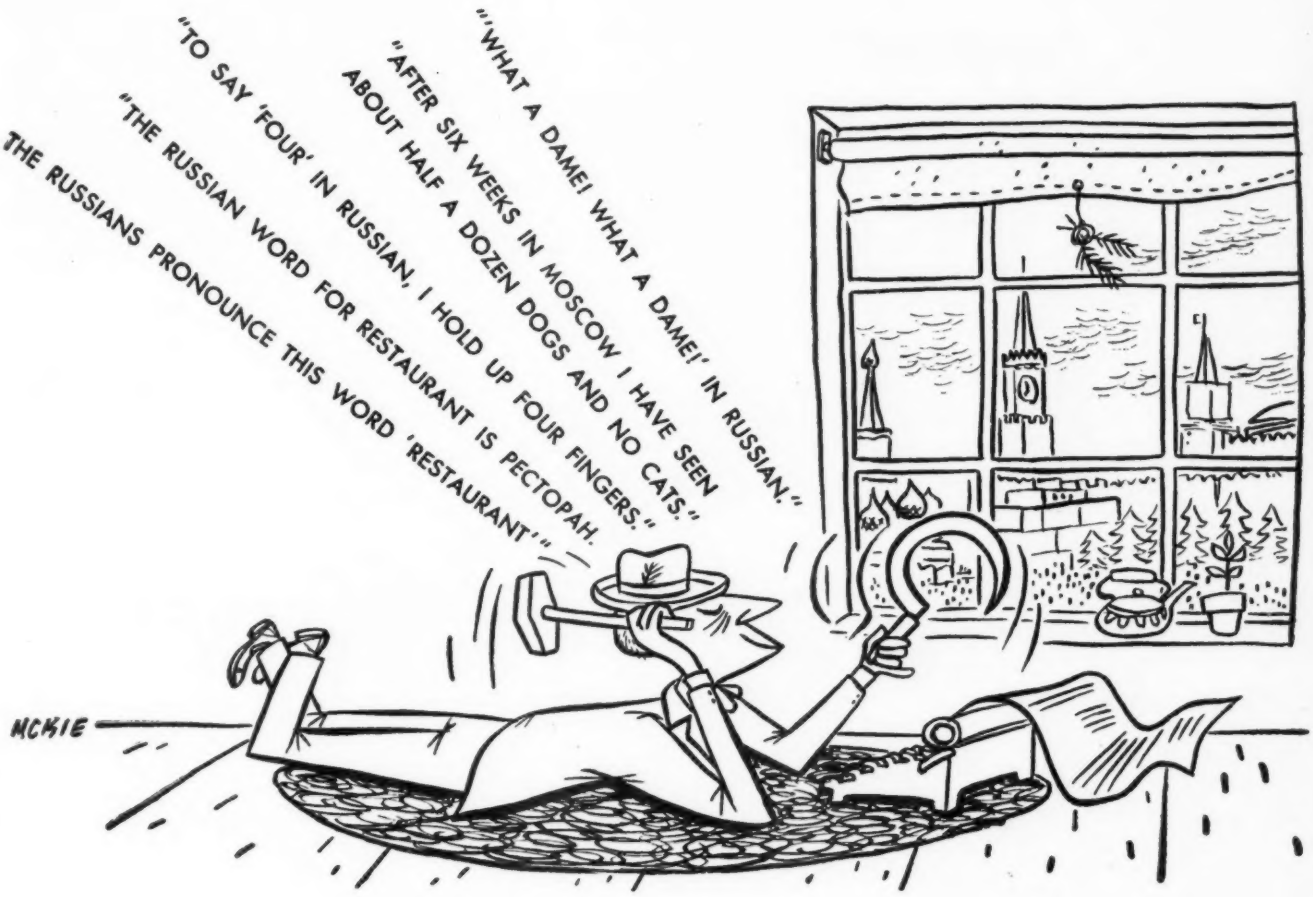
	Percent of total outlets in each class with annual volumes . . . Over $30,000	Under $30,000
Grocery	17.5%	82.5%
Drug	26.0	74.0
Hardware	19.2	80.8
Jewelry	18.6	81.4
Shoes	30.6	69.4
Furniture & Radio	26.8	73.2
Tires & Accessories .	25.6	74.4
Apparel Groups	24.4	75.6

In general, the stores with annual volumes of $30,000 and over will do from two-thirds to three-quarters of the total retail volume. In addition, they afford manufacturers or jobbers much *more profit per dollar of volume.*

This being so, it is imperative to know *where these profit type stores*







The scene is Moscow and the words are the words of Carlyle Holt of The Boston Globe, the only Boston newspaper to send a man half way round the world to cover the conference of foreign ministers.

As you will gather from the quotes—and as hundreds of thousands of delighted New Englanders have gathered from the pages of The Boston Globe—Mr. Holt is no ordinary, routine reporter, and he carried with him to Moscow no ordinary assignment.

"The Globe," the managing editor told him, "employs more news services, syndicates, and foreign correspondents covering the straight news at that conference than any other New England newspaper*. You tell us what the Muscovites and the conference look like to a Boston 'bean'."

And that is just what Carl Holt did! Ever see a Russian punch and judy show? Meet a Ballerina? Get a ham sandwich and a bottle of orange pop at a state reception? Watch a Red Army Choral singer flirt with a girl in the audience? Globe readers did – through the eyes and typewriter of Carl Holt.

On The Globe we call it smart newspapering. And smart newspapering makes The Globe Boston's *best-read* newspaper – the newspaper that produces the *best results* in the $2,000,000,000 Boston Market.

In May a selected list of Carl Holt's human, amusing and interesting dispatches from Moscow will be printed in booklet form. Write or call us for your copy.

The Boston Globe selects and uses the best stories of the Associated Press, the United Press, CDN, ONA, NANA, The Sun Syndicate, and the Herald Tribune Syndicate, in addition to more columnists and commentators than any other New England newspaper.

The Boston Globe

MORNING • EVENING • SUNDAY

National Representatives: J. B. Woodward, Inc., New York, San Francisco, Los Angeles Osborn, Scolaro, Meeker & Co., Chicago, Detroit

DRUG STORES
CHAINS & INDEPENDENTS

Size of Community	Average Store	Per Cent of Total Stores in Each Population Group With Annual Sales— Over $30,000	Under $30,000
500,000 & over	$28,931	26.0%	74.0%
100,000 to 499,999	$35,445	32.4%	67.6%
30,000 to 99,999	$36,746	36.0%	64.0%
10,000 to 29,999	$34,478	42.2%	57.8%
2,500 to 9,999	$25,820	32.2%	67.8%

are located in local or national markets.

The previous article showed the results of a profit study of a manufacturer of drug and toilet goods and a full line drug jobber.

Before the studies were made, both managements believed that their big city business was more profitable than that from smaller towns and were concentrating advertising and sales efforts upon the big city outlets.

The facts disproved this opinion. Chart No. I illustrates one reason why. This shows the distribution of drug stores, *by size of store,* for the national market. The same pattern, however, would hold upon a sectional basis. The stores were divided into the following groups:

"A" stores have annual sales $50,000 and over.

"B" stores have annual sales $30,000 to $50,000.

"C" stores have annual sales $20,000 to $30,000.

"D" stores have annual sales under $20,000.

The figures in the bars show the average annual sales per store for each group.

Two points are obvious:

The average volumes of the "A" and "B" stores in the smaller towns are several times those of the "C" and "D" stores in the big cities.

The patterns for the different population groups are quite similar.

The natural question is . . . How about the *number* of "A" and "B" stores and their proportion of total volume by *size of community?*

The percentage of stores with annual sales of $30,000 and over to total stores in each population group *reaches a peak* in the bracket 10,000 to 29,999 population and is higher in the bracket 2,500 to 9,999 than in the big city bracket of 500,000 and over.

Of the 14,332 stores in communities 2,500 to 30,000 population, *36.5%* had annual sales *over $30,000* compared with 26% of the 12,700 stores in communities 500,000 and over.

There were 1,920 more stores with annual sales over $30,000 in communities 2,500 to 30,000 than in all cities 500,000 and over.

Horizontal vs Vertical Distribution

6,323 "A" and "B" stores in communities under 30,000 sold $324,728,000 at an *average of $51,500 a store.*

19,747 "C" and "D" stores in cities over 30,000 sold only $273,280,000 at an *average of $13,850 a store.*

It is this difference in the size of stores through which these markets are tapped which is so important in determining final net profit.

For either manufacturer or jobber, $1,000 of sales to stores with annual sales of $50,000 will be more profitable than to stores with sales or $13,000.

Individual orders will be larger; credit will be better, mortality lower.

The "A" and "B" drug stores in the small towns order much less frequently and in larger orders than comparable stores in big cities, so that the lower sales and handling costs compensate for larger traveling expense.

Horizontal distribution in communities over 30,000 population would make it necessary to sell through 28,411 stores of all types, A, B, C, and D, to tap a total market of $933,209,000.

Of these 28,411 stores, *69.5% sold less than $30,000 a year.*

While - - -

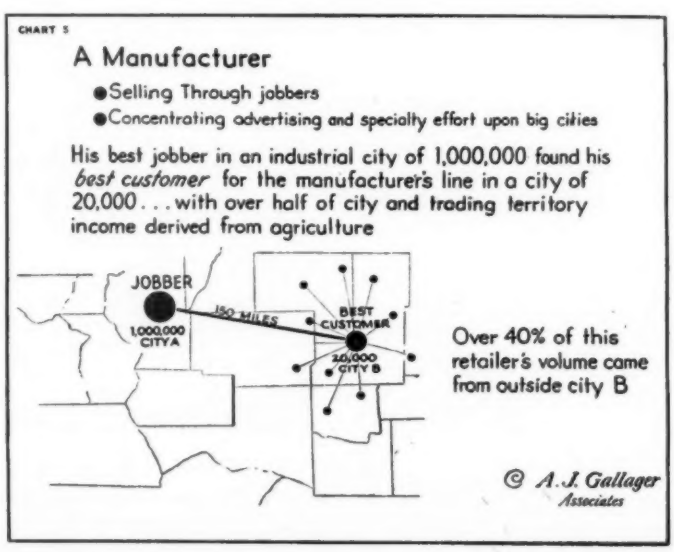
Vertical concentration upon the "A" and "B" stores above and below 30,000 population would tap a market of $984,657,000 with *14,987 stores averaging $65,000.*

A detailed pattern of grocery store distribution by size of store would be very similar to that shown for drug stores, except that the percentage of large volume "A" and "B" grocery stores would be even higher in small towns than it is for drug stores. This is because people do not travel so far to buy grocery products as they do to buy drugs.

Obviously, advertising for an individual product should follow its "profit pattern" in both local and national markets. An advertiser who concentrates his efforts upon the most profitable part of the market can build an important advantage over a competitor who does not.

Control of both Volume and Profit rests in the customers of the "A" and "B" stores, *regardless of size of community* or geographic location.

Consider, for example, the local sit-



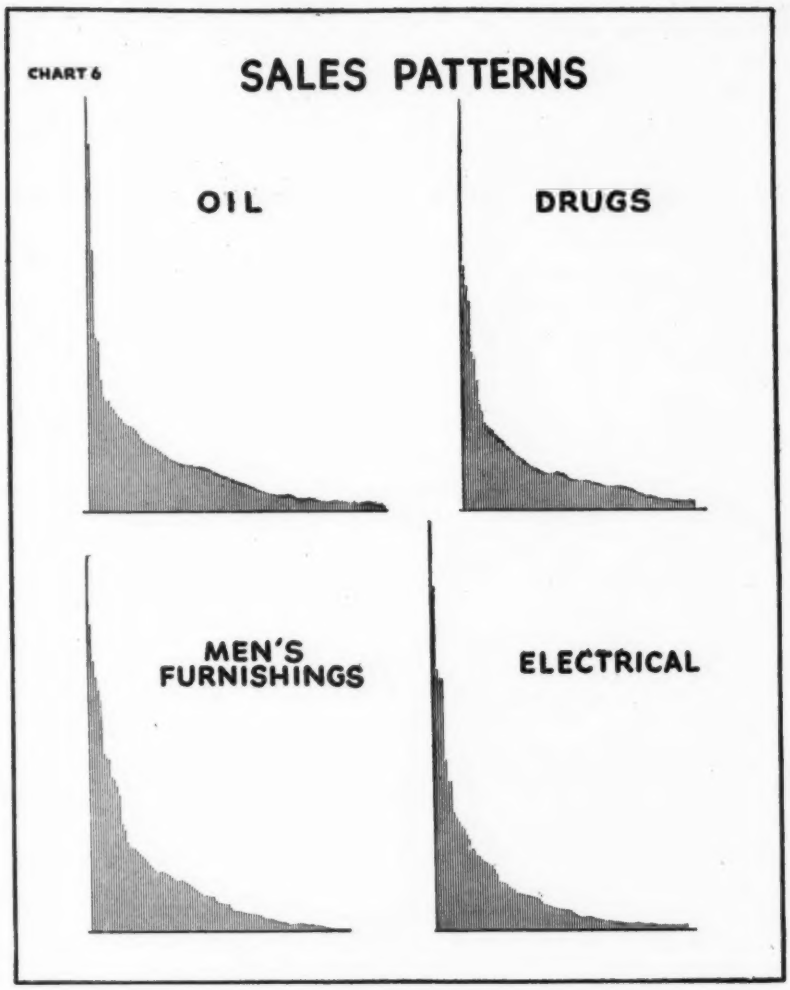
uation illustrated in Chart No. II. This shows the pattern of drug outlets in three different sizes of cities: 600,000 — 100,000 — 50,000 population. In each case, stores were ranked in order of volume of annual sales and divided into 10 groups. Vertical bars show average for each group.

Patterns for larger cities or smaller cities than those shown would look very much the same.

In each case from 65% to 75% of the total number of stores in each city had annual sales of less than $30,000 a year.

The average sales of the "A" and "B" stores in the smaller city of 50,000 population were about five times the average sales of the "C" and "D" stores in the largest city of 600,000 population.

The "A" and "B" stores afforded manufacturer or jobber far more profit per dollar of sale. Most of the "C" and "D" stores were actually unprofitable outlets.



What Must Be Decided?

In the use of newspapers, for example, an advertising manager or agency space buyer must decide how many cities to go into, whether to use saturation coverage in a short list or selective coverage in a longer list.

A specific example illustrates the question. In a great metropolitan city there are three evening papers and two morning papers. The three evening papers put half again as much circulation in the city zone as there are total families. Two evening papers or two morning papers deliver a little more circulation than total families in the city zone. One paper puts 85% of its total circulation into the city zone, another 59%. One paper, because of its editorial beliefs and methods appeals more to thinking types of people. Another appeals to a less intelligent group.

But all types of people eat, drink, smoke, wear clothes, and have pains in their stomachs—and manufacturers need volume to maintain low unit costs of production.

Under these conditions what should an advertiser do? Would it be better to buy saturation coverage or select the papers in this city and put some money into another smaller city?

The answers must be based upon individual conditions, but the basic patterns of retail outlets and the practical experience of a number of different types of sales organizations offer a sound method of approach.

Whether it is the great metropolitan city previously referred to or the cities of 500,000 to 1,000,000 population—or still smaller cities—about half of the outlets for mass consumption products will do less than $20,000 a year—about three-quarters will do less than $30,000.

The profit studies of both manufacturers and jobbers showed a wide variation in profit per dollar of sale depending upon *Type of Outlet.* Many were unprofitable. That being so, advertising which goes to customers who buy from profitable outlets is more valuable than that going to customers of unprofitable stores.

Instead of using saturation coverage in a short list of cities, it would be more profitable to direct advertising to the customers of the "profitable" stores in a longer list of cities.

If there is a newspaper the circulation of which concentrates upon the customers of the profit type of stores or has greater editorial impact upon them—then that paper is a "first buy" *regardless of whether or not it is first in circulation volume.*

So much for theory—how about practice? Any manufacturer wants to be sure that his advertising has enough weight to insure moving his product and enlisting the support of the retail outlets.

How many customers does it take to control a brand's position in a market?

The best answers are from the local merchants themselves.

It is practical to type the outlets for a particular product and determine the relative profit potential per dollar of sales.

When the specifications for a profitable outlet have been determined, field research can determine how many customers it takes to control both Volume and Profit—and what the most effective copy appeals are to the customers of the profitable outlets.

This was done in a number of studies covered in these articles. Several methods of approach were used with different types of dealers.

Downtown merchants were given a map of their city and asked, "Suppose you were going to spend *your own money* to get people into your store. How many families would you cover? In what areas would most of them live?"

Opinions were checked with their own practices in direct mail or newspaper advertising. For neighborhood stores important customer lists were

built up from charge accounts, delivery slips and opinions of clerks and proprietors.

In general, estimates of downtown stores ranged from less than one-quarter to not more than one-half of the total number of families in the city. A third would be a generous average.

The range for most of the better grade neighborhood grocery stores was from 75 to 125 families—200 to 500 for neighborhood drug stores.

Suppose these average estimates are applied to a particular city of approximately 200,000 families. It has 680 drug stores and 2,400 grocery stores (chains and independents).

The downtown retailers' estimates of one-third of the families justifying their own promotion amounts to 66 thousand odd families. Applying the average of 100 key customer families to one-third of the number of grocery stores amounts to 80,000 families. Three hundred families to one-third of the drug stores amounts to 67,800 families.

These are the families which determine the dealer's stocks and his cooperation with a particular brand.

According to the merchant's own estimates, a manufacturer can establish control of both Volume and Profit through 70 or 80 thousand families in this city of 800 odd thousand people—*if they are the right families* and can be sold hard enough for them to *prefer his own particular brand.*

He may need distribution in more stores and to cover more families with his advertising—but the security of his brand position can be established and he can obtain the maximum profit per dollar of sale if he *thoroughly sells* rather than "reaches" these key families.

This raises the question of frequency and size of space as well as the selection of individual papers. Points of difference in newspapers are less visible than, for example, in magazines. Newspapers are harder to buy. For that reason circulation volume is given too much importance in selection and, too frequently, they are all used with the same space and frequency.

Papers giving heavier circulation or editorial impact upon the customers of the most profitable outlets should have *enough frequency and weight* to allow them to perform for the advertiser—at the expense, if necessary, of less desirable papers.

Chart No. I shows a typical national pattern of the distribution of retail outlets and Chart No. II shows a typical local pattern and its importance in the selection of advertising media.

Local and national patterns should both be considered to determine the relative importance of magazines, newspapers and radio; the selection of individual media and the most effective types of copy appeal or radio programs.

Copy Appeal

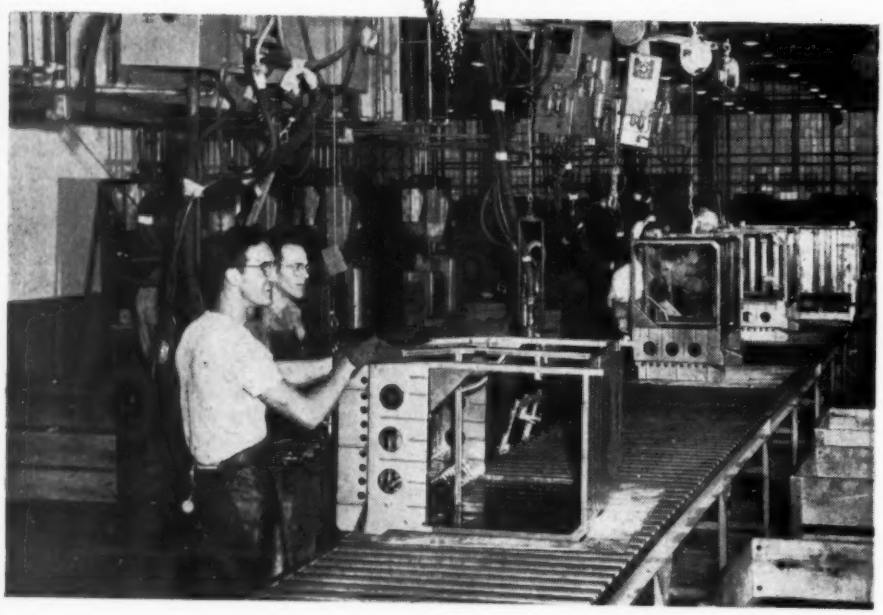
This is a subject which should be treated at length. Only one main point will be made here. A manufacturer said, "Ours is primarily a high price big city line. If we went into smaller towns we would have to style another line and increase our operating investment and overhead."

When his big city outlets were typed and samples of their customers surveyed for style preferences and compared with customers of better outlets in small towns, it was found that:

There was a much wider difference in styles and price between the customers of the best and the poorest big city outlets than there was between those of the *better outlets in big cities and small towns.*

NASHVILLE

Hub of a $600,000,000 Market



Close enough to Nashville for commuting, Franklin (Williamson County) Tennessee is itself a thriving manufacturing town, producing stoves, lumber, flour and food products. The county also has one of the most successful co-operative creameries in the country. Diversified farming, featuring livestock, tobacco and grain, is supplemented by limestone, clay and phosphate mining. TVA supplies the county with abundant cheap electricity for farms and factories. Williamson is one of the thirty-six counties comprising the Nashville trading area—the rich market blanketed by Nashville's two great newspapers.

NASHVILLE CITY ZONE POPULATION	266,505
NASHVILLE MARKET POPULATION	920,843

Nashville Banner — The Nashville Tennessean

EVENING — MORNING — SUNDAY

NEWSPAPER PRINTING CORPORATION, AGENT

Represented by The Branham Company

GO, BUT LEAVE THE PAPER!



AMAZING GROWTH of advertising to women in The Philadelphia Inquirer is seen at a glance:

In 1936...
18 women's specialty shops used 55,333 lines in The Daily Inquirer.

In 1946...
82 women's specialty shops used 1,589,328 lines!

CIRCULATION:
The Philadelphia Inquirer
Daily . . over 700,000
Sunday . over 1,000,000

YOUR WIFE CAN'T DO HER SHOPPING WITHOUT THE PHILADELPHIA INQUIRER

Men don't take The Philadelphia Inquirer away with them in the morning . . . their wives won't let them. Women read and heed The Inquirer because it is a great family newspaper, full of news, entertainment and features for the home. That's why The Inquirer leads in advertising volume in America's 3rd market.

TELL IT IN THE MORNING . . . TELL IT IN

The Philadelphia Inquirer

National Advertising Representatives: OSBORN, SCOLARO, MEEKER & CO., NEW YORK, CHICAGO, PHILADELPHIA, DETROIT; FITZPATRICK & CHAMBERLIN, SAN FRANCISCO

Member: AMERICAN NEWSPAPER ADVERTISING NETWORK; FIRST 3 MARKETS GROUP; METROPOLITAN GROUP COMICS; METROPOLITAN GROUP GRAVURE

The small town customers of the better outlets were buying comparable price merchandise to that of the big city customers—price levels which were considerably higher than those of the secondary big city outlets.

This manufacturer was buying saturation newspaper coverage in metropolitan cities with the same copy appeal and space units in all papers. Analysis developed two points:

Even upon selective buying of big city newspapers, two main copy appeals and different sizes of space should be used.

A still more effective program would be increased distribution in smaller markets with a combination of magazines and selected big city newspapers.

Another manufacturer employed a research organization to study sales appeals. They did a creditable job. The sample was adequate and well selected. The field work was carefully done.

However, the research was *not related to types of outlets.* The result was that the advertising program created from the research was not so effective as it could have been.

Other examples could be given, but the main point is that media selection, research and copy development should be *related to types of outlets,* if maximum effectiveness is to be obtained.

Similarity of Profit Patterns

In all types of distribution, retailers keep crowding into business. The mortality of the "C" and "D" type of retailers is very high but there is always some new person willing to try where the others failed. This crowding in the retail field occurs in somewhat the same proportion in different sizes of towns and in widely different types of outlets, resulting in the similarity of patterns by size of store, by size of community.

This structure of retail outlets results in close similarity in the sales patterns of different organizations. Charts No. III and No. IV show the distribution of the most profitable accounts of a drug jobber and an electrical jobber.

The 100 accounts of the electrical jobber and the 200 accounts of the drug jobber provided almost all of the jobbers' final net profit. The success and stability of these businesses rested in these particular accounts.

The studies of these businesses were made at different times. The drug jobber was in the Middle West, the electrical jobber in the East. The method of analysis, however, was the same.

In each case, prior to the analysis, the heads of these companies were asked their opinions regarding:

- —The type of accounts most profitable to them.
- —The location of these most profitable accounts.
- —The relative profit of sales in their headquarters city as compared with outside territories.

In each case they were of the same opinion:

- —That the large majority of their most profitable accounts was in their headquarters city.
- —That the outside volume was more costly to sell and handle than the city business.
- —That their business security lay in obtaining every bit of available business in the city at the sacrifice, if necessary, of the outside territories.

The facts completely reversed their previous opinions. Dividing the most profitable accounts percentagewise showed a close similarity for the two different situations.

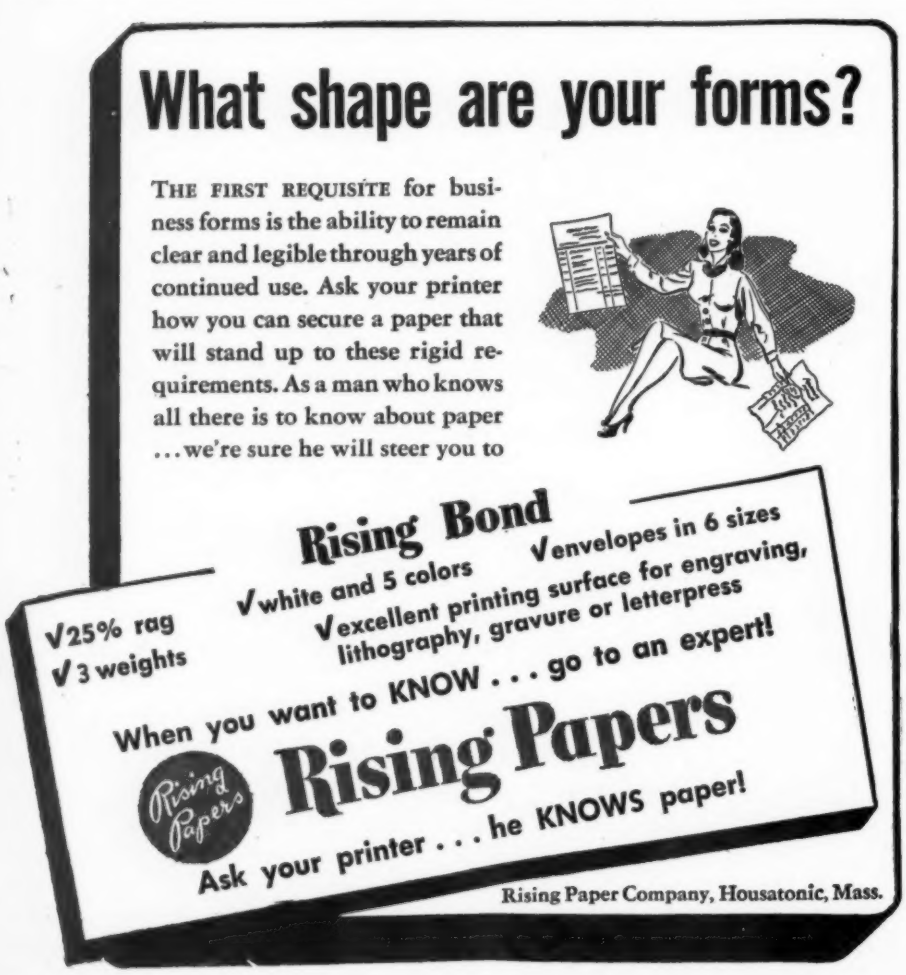
	Percentage of Most Profitable Accounts	
	City	Outside
Electrical Jobber	43%	57%
Drug Jobber	40%	60%

In each case, over half of the total number of headquarters city accounts were unprofitable:

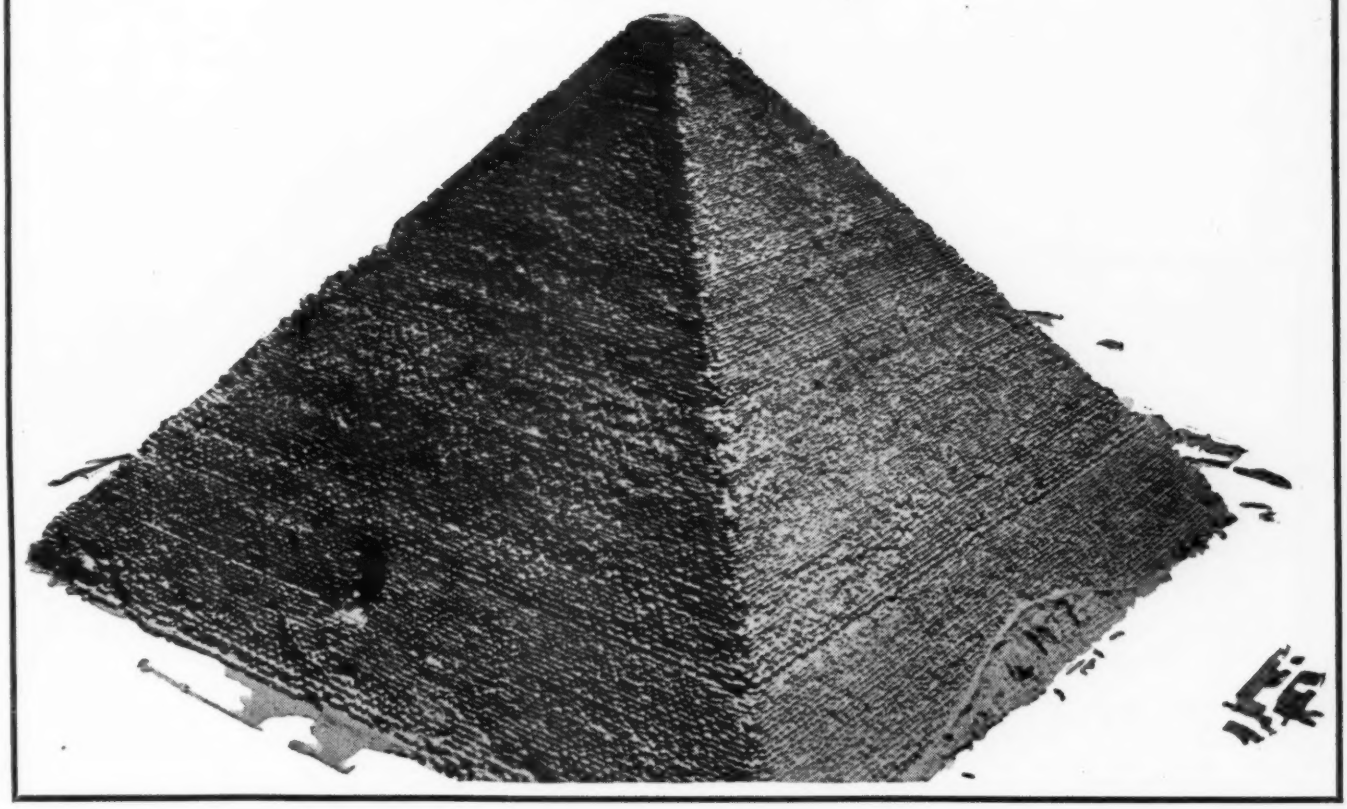
- —The outside accounts afforded more profit than the city accounts.
- —The outside accounts were growing faster and their average credit was higher.
- —The outside accounts were buying merchandise comparable in quality and price to their city accounts.

These jobbers had been pressing their suppliers for local advertising and paid little attention to their national advertising. In one jobber's city there were two papers—paper "A" with its circulation concentrated largely within the city, paper "B" with less numerical circulation in the city and substantial volume distributed outside over quite a wide territory.

The jobber had previously insisted upon paper "A" but the facts showed that a combination of the manufacturer's national magazine advertising together with paper "B" afforded much better coverage of the customers and of the jobber's most profitable accounts.



What should an Advertising Man know about the PYRAMIDS?



You've heard the term, the "economic pyramid."

Well, consider this. If you want to reach the boys at the very top—the fellows who draw fifty thou, a hundred thou a year, you can buy publications that reach them with a minimum of waste.

That goes for the millions of folks at the bottom, too.

But sometimes you want to reach *everybody*—top *and* bottom and *in between*—because you happen to have a product that everybody uses. Like soap. Breakfast cereal. Razors. Automobiles. Scores of things.

At *that* point, you want Metropolitan Group Gravure—the magazine picture sections of 26 of the country's leading Sunday newspapers, reaching 14,000,000 families every week, coast to coast—better than 1 out of 3 American homes.

The people who read these sections (men, women and teen-agers) read them *not* because they're devoted to horses or yachts, movies or marital confessions, but because they contain news and pictures of the *local scene*. That's why Metro Group sections get *higher average inside page readership than anything else in print*.

Locally edited for top local interest, these 26 sections blanket the key marketing areas of the country—delivering penetration and impact where they count most.

Moreover, you can pick your sections—from 10 to 23 publishing cities—to match your distribution pattern, or to change themes, dealer listings, prices, even products, to give your copy the benefit of the local touch. And then you can start building your own pyramids—of profits!

Have you heard the whole Metro Group Gravure story lately?

Metropolitan Group Gravure

THE NATIONAL NETWORK OF SUNDAY MAGAZINE PICTURE SECTIONS • *INDEPENDENTLY* PUBLISHED AND *LOCALLY* EDITED FOR 14,000,000 FAMILIES



NEW YORK DETROIT CHICAGO SAN FRANCISCO

Another example of the lack of relation of advertising and Profit is is that of an entirely different type of manufacturer selling through jobbers. He was concentrating his advertising and specialty effort in the big cities—Chart No. V.

This manufacturer said sales records showed that the big cities absorbed by far the greater part of his sales. In addition, a survey of his jobbers had developed the opinion that the big cities were the best market and that newspapers in headquarters cities were the most effective advertising media.

The jobbers' sales records showed their own total sales by accounts but they did not show their sales of the manufacturer's line by accounts or their own net profit by accounts.

One of the manufacturer's best jobbers was in an industrial city of a million population. When asked the question, "Where are the hundred best customers for this manufacturer's line?" he expressed the opinion that three out of four would be within the city and its suburbs. Analysis showed the following facts:

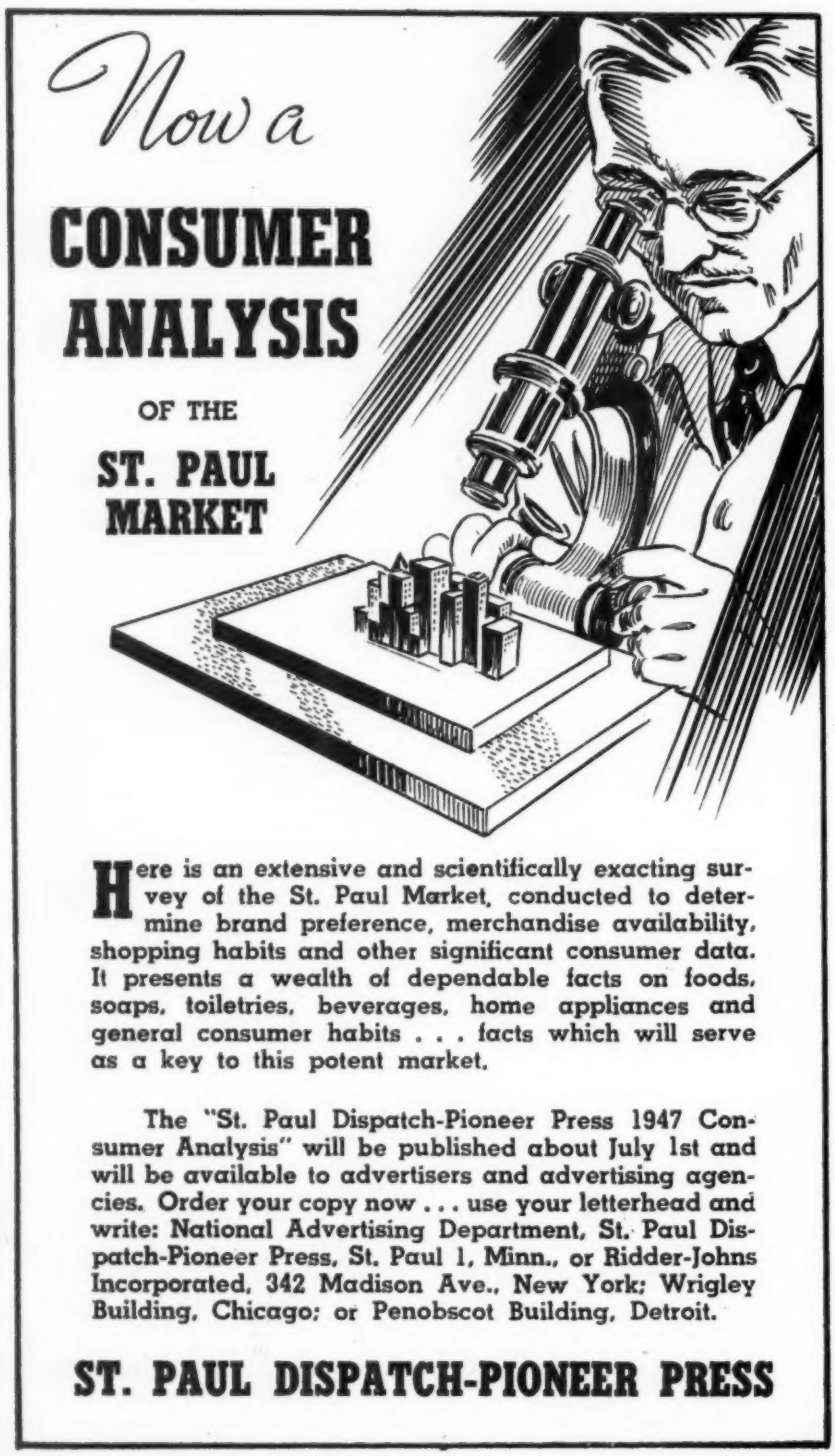
— Two-thirds of the most profitable customers were outside the city and suburbs.
— The jobber was making more net profit per dollar of volume upon the outside accounts than upon the city accounts.
— The single best customer was in a city of 20,000 population, 150 miles away.
— An analysis of this retailer's sales showed that over 40% of his volume went outside his city of 20,000 population to customers living as far as 25 miles away.
—An analysis of the distribution of the big city newspaper carrying the manufacturer's advertising showed inadequate and uneven coverage of the best customers for this manufacturer's line.

In this and all the other studies, the interests of the manufacturer and jobber were found to be mutual as far as advertising was concerned. The retailers who were most profitable for the jobber were the most profitable ones for the manufacturer.

In many cases, however, the jobber was carrying the ball for the manufacturer. He had the profitless job of selling and servicing a large number of accounts which were inherently unprofitable. One manufacturer, for example, sold all of the larger outlets direct and left the little ones for the jobber.

Naturally, the jobbers sold only what they had to of this manufacturer's line. Later a plan was worked out in which the manufacturer sold the chains and the largest independent stores direct but gave the jobber a lot of good volume accounts. Before long, the manufacturer's volume and profit were both up.

In addition, handling costs can be reduced by manufacturers packaging their lines in the units by which they are most frequently sold. All large outlets are not necessarily profitable just because of their size.



Here is an extensive and scientifically exacting survey of the St. Paul Market, conducted to determine brand preference, merchandise availability, shopping habits and other significant consumer data. It presents a wealth of dependable facts on foods, soaps, toiletries, beverages, home appliances and general consumer habits . . . facts which will serve as a key to this potent market.

The "St. Paul Dispatch-Pioneer Press 1947 Consumer Analysis" will be published about July 1st and will be available to advertisers and advertising agencies. Order your copy now . . . use your letterhead and write: National Advertising Department, St. Paul Dispatch-Pioneer Press, St. Paul 1, Minn., or Ridder-Johns Incorporated, 342 Madison Ave., New York; Wrigley Building, Chicago; or Penobscot Building, Detroit.

ST. PAUL DISPATCH-PIONEER PRESS



A NEWSPAPER SUCCESS STORY

No. 1 in a series



IN NEW ORLEANS 83%

of the Department Store Newspaper Advertising Dollar is placed in

The Times-Picayune
MORNING ★ EVENING ★ SUNDAY
NEW ORLEANS STATES

This is but one aspect of the advertising success story of The Times-Picayune and New Orleans States. In 1946, of the 1268 New Orleans retail newspaper advertisers, 1084 ran in these newspapers and one HALF of the 1084 were EXCLUSIVE accounts. The medium selection of the local advertiser, on the scene, is usually a good guide to follow for success in your advertising.

Representatives:
JANN & KELLEY, Inc.

Member ANANetwork

Retailers whose purchases may not afford a satisfactory profit can frequently be made more profitable—when both sides cooperate in working out their mutual problems.

Widely Different Products

Another example of the close similarity in sales patterns of widely different products and methods of distribution is given in Chart No. VI. The vertical lines show the sales to individual accounts ranked in order of volume. These patterns are for "city" accounts in a city of approximately 500,000 population. Without identification it would not be possible to tell the difference between oil, men's furnishings, drug and electrical products.

Drugs and electrical products were jobbers' sales. The others were manufacturers selling direct. In each case, three-quarters of the sales and handling costs were expended against outlets which afforded little or no profit.

If foods were substituted for drugs or tires for electrical products, one would not know that the change had been made.

Based upon Profit, the following statements apply to them all:

Some accounts in towns 2,500 to 5,000 ranked within the group of the best 10% of the city accounts.

Some accounts in towns 5,000 to 10,000 ranked with the group of the best 5% of the city accounts.

Some accounts in towns 10,000 to 30,000 were better than any "city" account.

A comparable situation was found in foods. Analysis was made of the sales of some representative jobbers to trace the distribution of a manufacturer's brand and compared with his direct sales. This was the result:

62.6% of total volume came from towns 25,000 population and under.

Communities 2,500 to 15,000 were his most productive segment in sales per call and profit per dollar of sale.

His best account in an Illinois town of 15,000 population equalled his best account in Chicago.

His best account in St. Louis was not so profitable as one in a town of 10,000 population.

There was little relation between the distribution of his advertising and his opportunity for profit.

Considerable emphasis has been given to the smaller town market because that is the market which is so frequently discounted upon the basis of impressions rather than facts about it.

In addition, that part of the national market represented by communities under 30,000 population has been subjected in recent years to social and economic changes which will change its previous importance in relation to that of the larger city markets.

The proportion of high school and college graduates to total population in the smaller towns has been rising rapidly for many years. Prior to the war there were more high school graduates living in towns of less than 30,000 than in towns above 30,000 population.

Two-thirds of the people in the Armed Services came from towns of 30,000 and smaller. They have acquired new skills and new ideas about living. These people constitute a restless, dynamic market on the way up.

Volume and Profit

The studies shown in these articles were all made prior to the war. The importance of the small town market shown here has been increased by the war in two directions:

The characteristics of the market and the type of outlets through which it can be tapped are steadily improving.

The manufacturer's break-even points have been raised and profit rates are lower. Volume is essential for low unit cost production, but it must be profitable volume. The small town market offers both Volume and Profit.

From here on management must look more to refinements in operation and the *co-ordination of all distributing factors,* in order to maintain profits.

Advertising can be a still more important management tool in meeting the new and more difficult problems resulting from the war.

Agency space buying has taken on added importance. The advertising manager should be given high executive importance in the policies of his company.

The interest of all - - - manufacturer - - - advertising agency - - - distributor and merchant - - - are best served by adding the measure of Profit to that of Volume for the direction of sales and advertising effort.

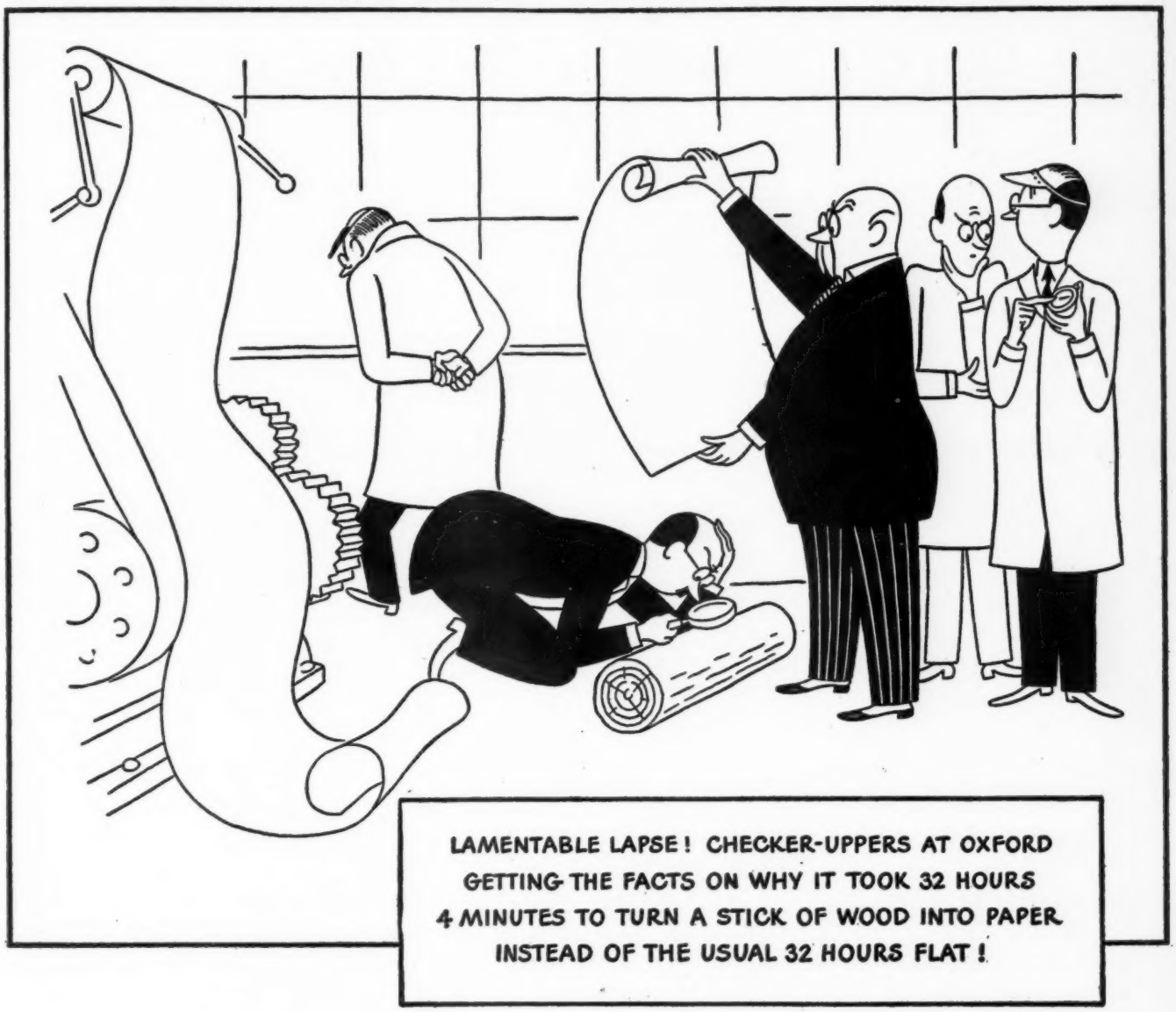
Advertising goes up and down with Profits. Few companies long continue out of capital. To the degree that selection of markets and media can be related to Profit, advertising appropriations will be larger and more stable.

(Reprints of all three articles in this series by Mr. Gallager will be available from SM's Readers' Service Bureau about July 10th, at 50c each.—The Editors)





Near Crisis at Oxford Paper Company by Tony Barlow



ACTUALLY, making quality printing paper at Oxford's plant is a mighty smooth operation.

Each day, we produce better than 1,000 miles of many varieties—a rate we have maintained for a good many years.

Oxford can maintain this high rate of production because our facilities are *complete.* We control every step in the production of paper from the wood to the sheet of finished paper ready for the press.

Helping to maintain Oxford's record of quality are its craftsmen, hundreds of whom have had 20 or more years' experience in the art of making paper here at Oxford.

Furthermore, each day's run is given over 5,000 separate tests for quality — tests for such things as fold, surface bond, color and good printing properties. Besides making sure that every sheet of Oxford paper is right, our Research Department is constantly working to find ways of making paper better.

So when you need paper that *must* be right for the job, call your merchant who handles Oxford papers. You will find Oxford merchants in key cities coast to coast.

Included in Oxford's line of quality printing and label papers are: Polar Superfine Enamel, Maineflex Enamel Offset, Maineflex C1S Litho, Mainefold Enamel, White Seal Enamel, Engravatone Coated, Carfax English Finish, Super and Antique, Aquaset Offset and Duplex Label.

OXFORD PAPER COMPANY

230 PARK AVENUE, NEW YORK 17, N. Y.

MILLS at Rumford, Maine and West Carrollton, Ohio — *WESTERN SALES OFFICE: 35 East Wacker Drive, Chicago 1, Ill.* — *DISTRIBUTORS in 48 Key Cities*

ACT ON FACT

Only with a firm foundation of fact can management proceed with confidence.

Our job is to see to it that our clients ACT ON FACT.

We take the soundings and chart the course. You sail the ship.

●

We offer a broad Market Research Service — fast — imaginative — flexible and accurate.

Send for booklet
"ACT on FACT"

GOULD, BROWN & SUMNEY
20 W. Jackson Blvd.
Chicago, Ill.

Psst! Mr. Bursk! That Man Is Here Again!

BY M. A. REILLY
Western Division Sales Manager, Thomas J. Lipton, Inc.

Lipton's western sales chief ran such a fever after reading Part I of the Bursk* article that he dictated a reply before the next issue came along to allow the author to complete his thesis. Now Reilly's back, dealing with Part II.

Editor, SALES MANGEMENT:

I have just completed reading the second part of the article written by Edward C. Bursk on the subject "Low Pressure Selling: Is It a Forgotten Art?" . . . .

Mr. Bursk suggests opening interviews with a question designed to start the prospect talking and suggests this procedure to get attention and arouse interest.

Take his specific instance of the truck tire salesman who, after introducing himself in his true colors, formulates a question and asks the prospect if he has had much trouble with breakdowns along the road. Supposing the buyer in this instance comes back with the remark "No, none at all" or "Very little."

The above *might* not be the answer, but it could happen. We have always trained our men never to ask a question which could be answered negatively in the beginning of an interview, but to try to get the buyer to agree to something right at the start. So I would rule the question business out and substitute a statement, and a rather positive one, with which the buyer would probably agree. For instance, "Mr. Buyer, I assume you experience the same difficulties that most operators of trucks do, such as breakdowns on the road, etc., and that you would like to do something to cut this valuable loss of time to the minimum. That's right, isn't it Mr. Buyer?"

We note that Mr. Bursk does not recommend the question approach absolutely, but for the possible harm that can come from using a question I would rule it out, I believe.

Then Mr. Bursk takes up the problem of the company selling hosiery and underwear for men, women and children through a department store. The solution appears to be handled nicely for that particular instance, but the application is not broad and would fit very few instances and therefore is not too helpful. The hosiery salesman who finds himself in the same position but does not have the variety of items to sell under the same brand, would have to sell some hosiery too.

Mr. Bursk is probably just trying to point up the customer-problem approach and we easily get his point. The customer problem is as much a part of what Mr. Bursk calls "high pressure selling" as it is of "low pressure selling." As a matter of fact, when we refer to low pressure selling being a forgotten art, it appears that most, if not all, of the sales progress made to date has been through the so-called high pressure technique. I think high pressure selling is a bad term to apply to good, smart, scientific or well planned selling. "High pressure selling" gives one the impression that the buyer either must buy or else. The words "high pressure selling" hardly fit into the general selling picture today.

Mr. Bursk mentions that the customer's needs should be analyzed, which of course goes without saying, because any time a salesman cannot bring benefits to the buyer and continuously point them up during the presentation, his selling average is going to be very low indeed. Mr. Bursk mentions the "close" in selling and mentions it as a bugaboo to salesmen. When a salesman understands that the "close" is nothing more than a point that automatically arrives after a thorough selling presentation is made, he will no longer worry about it. When he has told his story to the buyer completely and effectively, then it is time to close and to ask for the order. Quite frequently a sale is made midway in a presentation, but some buyers need a

* "Low pressure Selling—Is It a Lost Art?" SM April 15 and May 1.

complete presentation. If each step is handled properly when making a sale, the close is automatic, and so if a salesman is worried about the psychological time to close he need not be.

In selling today there are very few "canned" sales talks. The average sales manager tries to train the men to follow a plan simply.

After reading the article through, I come to the conclusion that Mr. Bursk feels there are too many dangers in what he terms "low pressure selling," and is quite frank about pointing out its pitfalls.

In my opinion anything that allows the salesman to think for one minute that he can take his time about getting orders, is wrong and will weaken the salesman's efficiency.

It must be borne in mind that it is the salesmanager's job to get the business now, and all of his sales training must be predicated on the fact. But he must train his men to do a clean selling job, one that leaves the customer satisfied, or if no sale is made, leaves the door open for a return call.

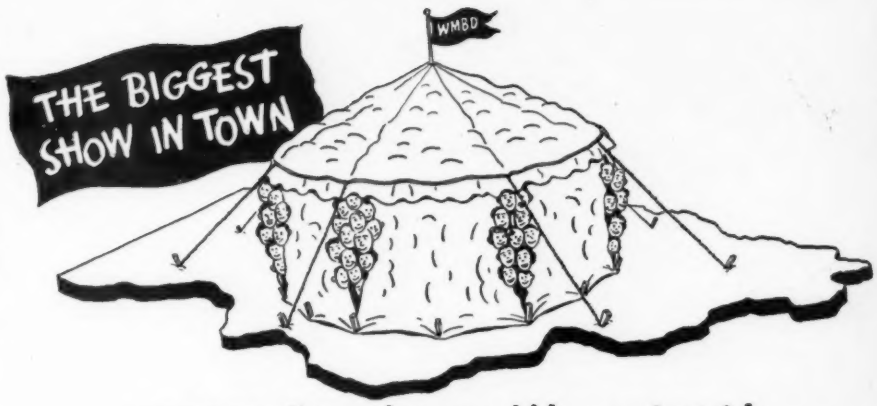


Labels Tell a Story

Advocates of A-B-C labels now have three new label designs. They were selected after a study among 3,000 consumers in four occupational groups "to determine exactly what type of information they wanted on canned fruit and vegetable labels."

The labels are issued by the Shielded Consumer Information Panel, U. S. Inspected Foods Educational Service, Inc. They're for use by canners operating under the U. S. Continuous Plant Inspection Service, Department of Agriculture.

The label for each grade is a large inspection shield. The grade is identified by a different color border on each shield. U. S. Grade A-Fancy is blue, Grade B is red, and Grade C is green. Of the 3,000, 75% preferred a label combining grade, description and information; 85% wanted all this data in one section.



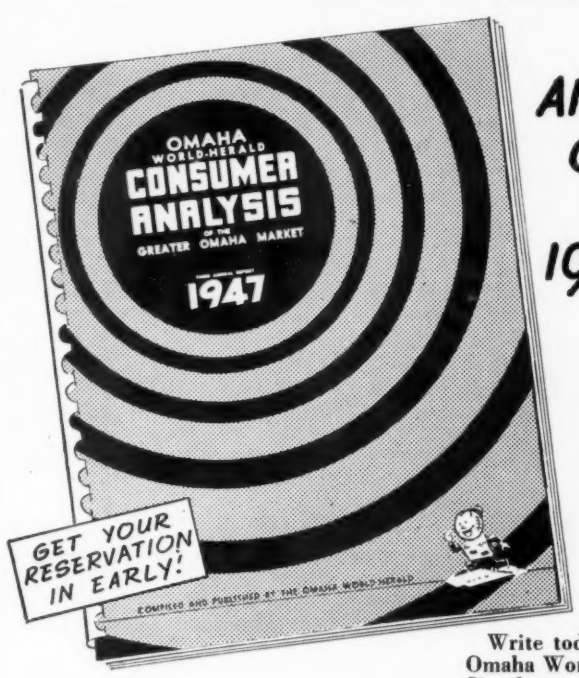
covers Peoriarea like a tent!

WMBD delivers a daytime audience of 70480* families. Only WMBD covers the whole Peoriarea of 11 rich counties — provides more Peoria listeners than all other stations.

HOOPER STATION LISTENING INDEX - FEB., MAR. 1947 PEORIA, (ILLINOIS)							
		Chicago Stations		Local Stations			
Time	Sets In Use	"A"	"B"	WMBD	"C"	"D"	"E"
8 A.M.-12M, MON.-FRI.	23.5	16.2	6.9	46.0	14.4	4.5	4.1
12M-6 P.M., MON.-FRI.	24.6	5.0	10.1	47.6	10.4	9.9	4.8
6 P.M.-10P.M. SUN.-SAT.	42.5	10.2	24.5	55.5	—	—	—

*1946 B.M.B. report.
Write for complete study.

IN PEORIAREA IT'S
5000 WATTS **WMBD** CBS AFFILIATE
EDGAR L. BILL, President — PEORIA, ILLINOIS — CHARLES C. CALEY, Executive Vice President
FREE & PETERS . . . National Representatives



ANNOUNCING OUR THIRD ANNUAL 1947 EDITION

REVEALS BUYING HABITS AND BRAND PREFERENCES OF 82,826 METROPOLITAN OMAHA FAMILIES

THE 1947 Omaha World-Herald Consumer Analysis includes food, drugs, cosmetics, tires, gas, oil, alcoholic beverages, tobacco, small electrical appliances, paint, pens, anti-freeze, etc.

Write today for your copy of the 1947 Omaha World-Herald Consumer Analysis. Simply use your letterhead and address your request to our National Advertising Department.

COVERS NEBRASKA AND S.W. IOWA

OMAHA WORLD-HERALD

One of the Nation's Great Newspapers
Owners and Operators of Radio Station KOWH
National Representatives,
O'Mara & Ormsbee, Inc.
New York, Chicago, Detroit, Los Angeles, San Francisco

Media and Agency News

Ebony—First Negro Magazine In A.B.C.

Ebony, a national picture magazine published for Negroes by Negroes, circulation more than 300,000 per issue, has become the first Negro magazine to be admitted to membership in the Audit Bureau of Circulations. In makeup and general appearance it resembles *Life* magazine, but is devoted entirely to people and events in the Negro world.

More than half of its circulation is in six states, New York, Illinois, Ohio, Pennsylvania, Michigan, and California. Approximately 75% of its circulation is in cities of more than 100,000. Only about 15% go into the Deep South. The explanation of this is simple: Circulation is concentrated in those cities, states and regions where the Negro population enjoy the highest income and best standards of living.

There's a touch of human interest in the story behind *Ebony.* John H. Johnson, publisher, was born in a small lumber town in Arkansas. Nearly 15 years ago, while still a boy, his widowed mother brought him to Chicago to see the World's Fair. They liked Chicago and decided to stay. The youthful publisher-to-be entered the Medill School of Journalism for a time and then edited a house magazine for a Negro insurance company.

During this time he learned a lot about the Negro market and decided to cash in on it. His first venture was the establishment of *Negro Digest,* which succeeded from the start. This publication digests and reprints contents from any publication that may mention in any way Negroes or what concerns them.

The first issue of *Ebony* was dated November, 1945. Its circulation was 75,000. By July the following year it was printing 286,000 copies. The next October it had topped 300,000. Since then, due to shortage of paper, circulation of necessity has had to be held close to that figure. However, growth is shown, issue by issue. When the print paper shortage eases up, which may be in the next few months, plans are ready to make a drive for circulation.

Ebony leads the Negro magazine field in advertising linage. One year ago its total linage was 3,132. The issue of June, 1947, carried 11,167 lines of paid advertising. Among the well-known advertising agencies that have selected *Ebony* as a medium for their clients are: N. W. Ayer & Son, Inc.; Batten, Barton, Durstine & Osborn, Inc.; Foote, Cone & Belding; Newell-Emmett Co.; Erwin Wasey & Co., Inc.; Donahue & Coe, Inc.



ONLY A LADY enclosed in a sedan chair, and possibly the one-eyed Jacks bearing her, could miss the controlled poster coverage of neighborhood shopping centers, according to this advertisement by Criterion Service, Inc., first of a new series designed to sell with a chuckle coverage of food and drug outlets.

MAGAZINES

Time-Life International's most recent advertisement in its two-way world trade campaign is headlined "This American living room comes



CHARLES B. CROCKETT new director of advertising and board member of *The Atlantic Monthly.*

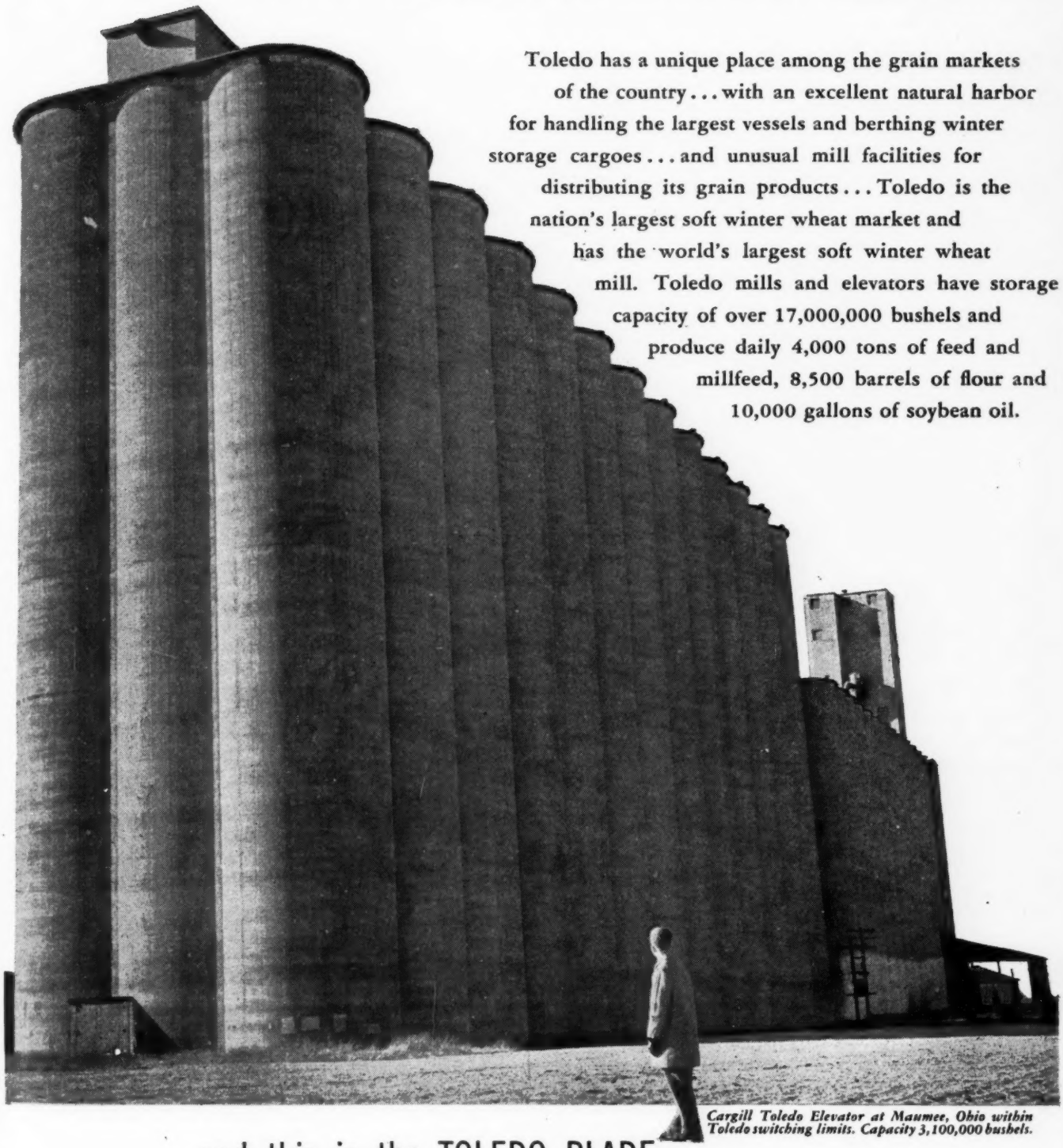
from 30 different countries . . . How many does yours come from?" Reprints of the special advertisement have been mailed to more than 40,000 Americans and organizations over the signatures of ambassadors from 17 different countries. The advertisement forcefully reminds Mr. and Mrs. America that a great many articles of American manufacture require imports of raw materials for their production. About 70% of all U. S. imports are processed by American labor and go into end products of U. S. manufacture.

"We have tried throughout this campaign" said C. D. Jackson, managing director, *Time-Life* International, "to state the case for both exports and imports in considering America's responsibility to participate more actively in world trade. Exports are flowing abroad at an unprecedented rate today. The purchase of U. S. goods by other countries is being financed in many cases through loans, but ultimately payment can only be made through the sale of their own goods and services. Nations of the world cannot be expected to absorb $12 billion worth of American exports indefinitely unless they are able to sell their own products."

To gain maximum local impact for this message, advance proofs and special world trade promotion kits, containing editorials, radio scripts, and display suggestions, were sent to more than 500 department stores throughout the country.

This is Toledo

ONE OF THE NATION'S IMPORTANT GRAIN CENTERS



Toledo has a unique place among the grain markets of the country... with an excellent natural harbor for handling the largest vessels and berthing winter storage cargoes... and unusual mill facilities for distributing its grain products... Toledo is the nation's largest soft winter wheat market and has the world's largest soft winter wheat mill. Toledo mills and elevators have storage capacity of over 17,000,000 bushels and produce daily 4,000 tons of feed and millfeed, 8,500 barrels of flour and 10,000 gallons of soybean oil.

Cargill Toledo Elevator at Maumee, Ohio within Toledo switching limits. Capacity 3,100,000 bushels.

...and this is the TOLEDO BLADE

Location is a compelling factor in Toledo's sound economy. Grain flows to Toledo from the rich neighboring farms for storage, processing and distribution. Toledo is the total of its 555 diversified industries and of the productive retail trading area... a market balanced between industry and agriculture... a market fully covered by the newspaper whose name has been for generations a household word throughout the territory it serves... The Blade.

TOLEDO BLADE

One of America's Great Newspapers

REPRESENTED BY MOLONEY, REGAN AND SCHMITT, INC.

MEMBER OF AMERICAN NEWSPAPER ADVERTISING NETWORK

Holiday magazine is launching two extra editions of its Advance Merchandising News, a Men's Wear Edition and a Sporting Goods Edition. These retailer aids are being mailed to 700 men's stores and 950 sporting goods stores throughout the country. The new portfolios contain reprints of advertisements which are to appear in the forthcoming issue of *Holiday* and are mailed a month in advance to give retailers ample time to plan store tie-ins.

•

In order to speed copies of the *Time* Pacific Overseas Edition to readers in Australia and New Zealand by issue date, delivery is now being made from Honolulu, T. H., each week via Pan-American Airways.



W. BOYD KEGG, on *Fortune's* advertising staff since first issue, is appointed its advertising manager.

"This change in our South Pacific distribution," Robert S. Strother, general manager, *Time* International, says, "not only makes possible the delivery of *Time* in Australia and New Zealand on issue date, but betters our former schedules by almost a week. We have therefore discontinued our publishing operations in Sydney, Australia."

•

Richard J. Babcock, previously on the New York sales staff of *Farm Journal,* is promoted to national advertising sales manager of that publication. He is making his headquarters in the new offices opening in New York City, which will function as the sales operation center for the entire country of both *Farm Journal* and its affiliated magazine, *Pathfinder.* Working from the same office will be Arch Thiele, who, as director of sales development and merchandising, functions as national advertising sales manager for *Pathfinder.* . . . Carl Dittman is newly named eastern advertising manager of Macfadden Men's Group. . . . Conde Nast Publications, Inc., appoints Pierre Duquesne promotion manager. . . . Hunter Snead is appointed director of sales promotion of *McCall's Magazine.*

NEWSPAPERS

A plan to include in its sphere many newspapers in Central and Latin America is announced by the National Newspaper Promotion Association through its retiring president, Lawrence W. Merahn, promotion director of *The Sun,* New York City.

Mr. Merahn, who fostered the idea of expanding N. N. P. A.'s program and objectives to other American Republics, states that delivery of the organization's services and research would go forward as soon as possible to an initial group of newspapers in Argentina, Bolivia, Brazil, Chile, Colombia, Mexico, Panama, Peru, Puerto Rico, Uruguay and Venezuela. The State Department has expressed great interest in the project and has offered to activate it through United States Public Affairs Officers stationed in the various countries.

Mr. Merahn said that "the officers and board of directors of N. N. P. A. gave hearty approval to the program and foresee wide benefits in the development in international promotion and research techniques and in the furtherance of good neighborliness at a time when publishers' recognition of promotion is at its height and N. N. P. A. membership is at peak."



F. M. FLYNN, newly elected president of News Syndicate Co., Inc., publishers of *The News,* N. Y. C.

The organization's service to these newspapers will include information concerning how U. S. newspapers "handle community projects, assist government drives, foster cultural movements, conduct population, business and consumer research; how they project the ideals and aims of a free democracy—the myriad promotional and research objectives U. S. newspapers, large and small, accomplish which foreign papers can adopt for the welfare of their properties and their communities."



SITTING PRETTY for his sketch by cartoonist Bob Dunn at *Nassau Daily Review-Star's* first annual Teen-Age Page Dinner and show, publisher and host, James E. Stiles, indicates a favorite hobby.

Available information will consist of: "The Promotion Notebook," a monthly report which discusses and describes promotion, public relations and research techniques and projects; "Promotion Copy," a monthly roundup and criticism of newspaper business magazine advertisements; "The Reflector," a monthly discussion of happenings in research and marketing; "The Exchange Service," actual samples of brochures, presentations, booklets, etc., put out by newspapers across the country.

"In addition to providing this information," says Mr. Merahn, "we will extend an invitation to the representatives of these newspapers to attend N. N. P. A. conventions and look forward to their participation."

•

The first market research report of the Weekly Newspaper Bureau, research unit of the National Editorial Association, has just been pub-



WARNER B. MOORE has been appointed to the post of advertising director of *The Philadelphia Inquirer.*

a Night Club in the Mid-Atlantic?



THE P. D. STANDS FOR

Planned Distribution

The P. D. 2-in-1 market (Greater Cleveland plus the 26 adjacent counties) gives you Ohio's *two* richest markets at one low cost.

The Plain Dealer is Enough —if You Use it Enough


CLEVELAND PLAIN DEALER

LEFTISTS BEATEN IN FRENCH ELECTION

3 Burned to Death, 7 Injured in Crash

Sounds ridiculous, doesn't it? Yet many concerns have made a similar fatal mistake. They tried to locate a store where potential customers were few and far between. The result was eventual failure... a warning that it doesn't pay to guess at your market.

In the Cleveland area, the Plain Dealer Market Survey department takes the guesswork out of your marketing program. It gives you exact information where the best buying areas for your products are located... and shows you how to achieve maximum sales volume with a minimum number of outlets. Just call or write a Plain Dealer representative for an appointment to receive this *individualized* service.

CLEVELAND PLAIN DEALER

Cleveland's Home Newspaper

John B. Woodward, Inc., New York, Chicago, Detroit, San Francisco, Los Angeles
A. S. Grant, Atlanta



ONE MINUTE TO SELL: 60-second commercial shorts filmed for Camel cigarettes by Jerry Fairbanks Productions in collaboration with William Esty and Co., Inc. Results of pre-testing in South African and South American theaters will determine whether these entertaining shorts will be shown in U. S. theaters.

lished. Entitled "Weekly Newspaper Market," it is the first report of a continuing study by Crossley, Inc., to determine the size and importance of weekly newspaper markets. Copies of the eight-page booklet are being sent to advertisers and agencies.

Archibald M. Crossley, president of the research organization, and author of the report, defines the weekly newspaper market and indicates its high coverage potential. Citing small towns and rural districts as "today's rising market," the Crossley report adds that this is "not just in terms of population but in terms of rising needs for goods and services, and also in terms of ability to buy." It concludes that "The weekly newspaper market seems to be undercultivated and very much worthy of cultivation by the advertiser."

The report presents material from a pilot study of the weekly newspaper market in Pennsylvania, showing the coverage by weeklies in both metropolitan and rural areas. The Bureau's market research program is designed to assist advertisers in using weekly newspapers more accurately and consistently for increased advertising results. The study is to be further developed to show weekly newspaper circulation in the United States.



BEE ANGELL, Bee Angell and Associates, first woman president of an American Marketing Association chapter, is elected head of St. Louis group for coming year.



MATTHEW J. NOONAN named national sales manager, WLAW, heads new Boston sales office.

Five more newspapers have signed contracts as basic members of the American Newspaper Advertising Network, and seven others as associate members in supplementary cities. Taken together, the 53 basic and associate newspapers signed to date give A. N. A. N. at total weekday circulation of 13,357,797 and a total Sunday circulation of 16,907,359.

•

The Boston Globe is currently showing a new film of the $2 billion Boston market to agency men, advertisers and industrialists in a dozen major U. S. cities. In presenting the Boston market, which actually includes 152 additional, closely built cities and towns, the visualization refers directly to *The Boston Globe* only twice. Suggesting that "you wear bi-focals when you look at Boston as a market," the picture explains the trading area—30-mile radius with nearly 3,000,000 population and $2 billion annual buying power. Heart of this area is the 15-mile radius from City Hall, including corporate Boston and 39 other communities with nearly 2,000,000 people and a sales potential of $1½ billion. *The Boston Globe's* coverage of this heart-market is 46% weekdays, nearly 50% Sundays.

•

The *Nassau Daily Review-Star*, Hempstead Town, L. I., N. Y., recently played host to more than 350 high school students at the newspaper's first annual Teen-Age Page Dinner and Entertainment, Garden City Hotel, Garden City, L. I., N. Y. The entire program was prepared by a committee representing the 24 participating high schools and other youth groups. The only item on the program not planned by the youngsters was the award of cash prizes for the best three Teen-Age Pages written and edited by the junior journalists. Judges were members of the Associated Press and International News Service staffs. Following dinner and entertainment, the program was turned over to Betty Paterson, *Review-Star's* Teen-Age editor, who made the presentation of awards for the publisher, James E. Stiles. The *Review-Star* is arranging to continue teen-age editing of the feature during the summer months. A teen-age assistant editor and reporters will be chosen and will operate as a regular newspaper staff.



HALE BONDURANT, new manager WJBC, Bloomington, Ill., recently acquired by *The Daily Pantagraph*.

All Business is Local



Fishing for profits getting tougher? Then maybe it's time to forget the mythical "national" market—and focus on the *local* markets that produce your easiest, most profitable sales.

Take the timely topic of travel—California vacations, for instance. Ponder the difference in cost-per-sale between the 10 states (all but Illinois west of the Mississippi) that contribute *two-thirds* of all California's motoring visitors—and the 38 other states, not one of which produces even 3% of the total.

With almost any product, you'll find markets differing widely. But with newspaper advertising you can exploit the differences—trim your costs with *controlled concentration* on the markets where sales come easiest.

Through the Bureau of Advertising's business analysis staff, the newspaper industry offers you today a host of *local facts* to help make your advertising and marketing more economical. Why not phone or write about it—today?

Bureau of Advertising
AMERICAN NEWSPAPER PUBLISHERS ASSOCIATION

370 Lexington Ave., N.Y. 17, Caledonia 5-8575 • 360 N. Michigan Ave., Chicago 1, State 8681 • 240 Montgomery St., San Francisco 4, Exbrook 8530

prepared by the Bureau of Advertising and published by The Memphis Commercial Appeal and Memphis Press-Scimitar

Manufacturers Desiring DISTRIBUTION In Missouri and Kansas

Soundly financed and experienced representative can produce volume sales on straight commission basis for Manufacturers selling to Jobbers and Distributors. Will gladly visit your plant at own expense for interview and presentation of banking, business and financial credentials. Experience includes Sales, Manufacturing and Advertising. Address reply Box 2451, Sales Management, 386 Fourth Ave., New York 16, N. Y.

SALES MANAGER

Nationally known organization has an opening for a sales manager with experience in selling national advertising, preferably one with agency experience. This is a real job for a man in his thirties who can produce results. Good starting salary with a real future for the right man. For interview, give age, educational background, business experience and connections, present annual earning and enclose photograph if available. Address Box 2450, Sales Management, 386 Fourth Ave., New York 16, N. Y.

WANTED
Sales Manager

To train and direct new sales force for large, established manufacturer of food products, selling to retail grocers, chains and wholesale jobbers. Must be aggressive, dynamic, inspirational and a thoroughly experienced merchandiser. Knowledge of foods essential. State age, experience, salary, number of years in last position.

Box No. 2445, Sales Management, 386 Fourth Ave., New York 16, N. Y.

LETTER GADGETS

Letter gadgets keep those letters out of the waste basket and pay for themselves many times. These are attention-getters which triple the pulling power of letters or circulars when properly used. Send for circular and price list illustrating many of them.

A. Mitchell

Room 728, 111 W. Jackson Blvd., Chicago 4

ATTRACTIVE SALARIED POSITIONS
$3,000 to $30,000.00

Negotiated expertly for qualified executives by national placement counsel. Your identity protected while promotional campaign is in progress. Our copyrighted booklet "CONFIDENTIAL" is available to a select group of executives without obligation.

VOCATIONAL INTERMEDIATES
P.O. Box 325, Tucson, Arizona
"Hits the TARGET"

Buyers' Market Sales Tips for Salesmen

The Squirt Company's booklet lists some timely "do's" and "don'ts."

"Gone are the days," says the prologue of a little booklet gotten out by The Squirt Co., Beverly Hills, bottlers of the citrus drink, "when all you had to do was walk into a store, 'ration' some Squirt, collect your dough, and go on to the next stop." You've heard all that before? asks the booklet of its readers, the Squirt salesmen. Okay, but have you, it further counters, changed your sales approach?

The Squirt Co. is no different from any other. It has salesmen. And like a lot of other companies, it began to wonder if perhaps its boys weren't a mite spoiled by all that seller's market business they had enjoyed for so long. The booklet does some fast re-orienting. Right away it says, ". . . you'll have to put out some extra effort." Two cartoons, and the book is full of clever, pointed ones, draw a bead on the target—one depicts a weeping retailer, on his knees for just a few more cases of Squirt. The other—or post-war example—shows the Squirt salesman working his head off to convince the once-crawling retailer that he should take a case. Or, as the book puts it, "Yeah, Mac . . . the honeymoon's over."

But the booklet carries some lethal sales punches with its humor. The salesman is cautioned not to force himself on the retailer. Give him a pleasant smile, a pleasant goodbye and walk out. *But be sure to call on him again within a week.* Since Squirt is a young product the retailer might not have heard of it. And Mac, admonishes the booklet, shouldn't tell him he doesn't get around much. Better to mention that Squirt is a nationally advertised product, that more and more people are calling for it. A separate chapter is given over to "Do's and Don't's" for salesmen. Don't block up the entrance to the shop with the truck . . . don't bang doors open or shut . . . keep shoes shined and hair neatly cut . . . always call the customer by his name.

If Mac follows the booklet's advice he'll surely make more money and influence more people.



Howard G. Ford Award: This plaque goes to the Penn Mutual Life Insurance Co., Philadelphia, "for outstanding achievement in the distribution of goods and services with particular emphasis on sales management." The award is made annually by the Sales Managers Association of Philadelphia. Participating in the award ceremony are, left to right, Eric G. Johnson, vice-president, Penn Mutual; George B. Beitzel, vice-president, Pennsylvania Salt Manufacturing Co., and chairman of award committee; and Howard G. Ford, founder of award.

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THIS EXECUTIVE
Wants to Assume Full Responsibility for a West Coast Sales Organization

He started as a personal producer after World War I. Developed his own sales techniques. Graduated to Sales Manager. Acquired ability to effectively supervise men. Built new, high sales totals within a highly competitive consumer goods field. Broadened his scope to include policy-making, for both sales and merchandising. Demonstrated his sound planning and performance by keeping his organization in a position of consistent leadership through bad times and good. Lowering of distribution costs has been a field in which he has blazed the way, and has attained nation-wide recognition. He knows the Pacific West up and down. He wants to headquarter in the San Francisco area. He invites preliminary correspondence either direct or through a third party. Box number 2449, Sales Management, 386 Fourth Ave., New York 16, N. Y.

FOR SALE

Services of a high calibre representative with a proven sales record in both tangible and intangible fields. Present earnings are good but future possibilities limited. Past experience includes directing advertising and promotional campaigns. Now residing in Phila. If you seek a capable, energetic man, age 28, married, with college education, please write to Box 2448, Sales Management, 386 Fourth Ave., New York 16, N. Y. Can furnish excellent references.

Sales and Advertising manager of Midwestern textile manufacturer selling to wholesale, chain and catalog houses desires change. Wishes to make connection with aggressive concern in Southwest or on West Coast. Has successful record of sales building and promotional advertising campaigns plus thorough knowledge of costs and production controls. Box 2447, Sales Management, 386 Fourth Avenue, New York 16, N. Y.

COMMENT

TRAINING'S STAR IS RISING

Industry's concept of training is changing. Instead of continued preoccupation with pouring into people's minds facts about products and techniques, the emphasis is shifting to include training in *attitudes*. Progressive management is beginning to think in terms of "top to bottom" training—training which includes all executive personnel, all levels of workers.

There's a discernible trend in the direction of integrating all personnel functions under one staff officer. The need for continuous training, as opposed to "shot in the arm" training is becoming apparent. Astute training directors now believe that the best way to sell the enterprise system to Americans is through training and education plans carried out by individual companies among their own workers.

These are some of the ideas that emerged in a meeting held last fortnight in New York under the sponsorship of the Society for the Advancement of Management in cooperation with the City College of New York. Three hundred men and women participated. They largely represented the people charged with training functions in business, but educators, Government representatives, and some top management personnel were there too.

In the course of the meeting the audience heard a wide variety of case histories of successful training plans sponsored by such companies as International Harvester, Standard Brands, General Foods, and Electric Auto-Lite. These talks mounted up to an impressive weight of testimony with respect to the stature of training in the minds of progressive top management; but the ideas expressed about the changing nature of the training problem were by far the most significant elements in the conference.

Successful training, like successful public relations, must begin with top management. That idea was stressed again and again. As one speaker put it, "It is not enough to have top management give its money and its blessing" to a training program. The plan needs the active *participation* of top management—its personality—its "heart."

There was some pointed comment on a recent Roper survey which showed that to large numbers of workers, a job is only a grind. To such workers the day begins when the whistle blows in late afternoon. The working hours are drudgery—a way of making a living that has no moral satisfactions. One of training's new jobs, say the experts, is to change this attitude.

And it can be changed. The worker, for one thing, can be told more about the objectives of management, more about the "why's" of management procedures and practices. He can be trained to see the significance of his job to the over-all job of the company of which he is a part. He can be made to feel more like a member of a team and less like a cog in a machine. He can be given more dignity as an individual.

So far as sales training goes, there has been, in our opinion, no better statement of the basic problem than the one made in this issue by Mr. Wilson of Goodyear. Salesmanship must be lifted to the level of a profession . . . . and that, too, is more a job of changing *attitudes* than a job of teaching skillful selling routine.

Thinking of this kind is a rich contribution to business management. The trouble, as some of the conference participants said privately to each other, is that this intelligent group of 300 people are a batch of experts talking *to each other*. The fruits of their experience and the benefits of their constructive attitudes need to be spread widely among businessmen who are uninformed on developments in scientific training and, in large part, unsympathetic toward the need for training. They're the managers who do not understand that labor trouble is almost always the fault of management. They do not understand the relationship between high morale and higher productive output. Many of those who pay higher than a standard scale feel that this policy alone should guarantee content.

Yet all of the studies made by qualified researchers in the personnel field indicate clearly that the size of the pay check is only one element among many that have a bearing on worker morale. Our machine age has tended more and more in the direction of making cogs out of people. Now we're beginning to swing around, in modern management thinking, to the need for approaching all personnel problems with the understanding that workers are human beings. They want to be a part of a team—a *winning team*. They want to feel some dignity in their jobs. They resent a caste system, in any form whatever. They want something out of a job in addition to a living.

The training experts who gathered at the S. A. M. meeting do not feel that these concepts are impractical or idealistic. But they do know it will take time to sell these ideas to the point where ultra-conservative, and possibly preoccupied, management will accept them and put them to work on a wide scale. Meanwhile, the bellwethers in the world of industry have already accepted them, at least in part, and the results are already beginning to be apparent.

WHAT'S YOUR BREAK-EVEN POINT?

Many sales executives today are working at a disadvantage because the accountants have not furnished them with accurate break-even figures, either for the business as a whole or for individual items. As Jack Aspley said in a recent Dartnell letter, "as every sales manager knows, what a company can afford to spend for sales before reaching the break-even point is one thing, but after that point has been reached and the many items of fixed expense have been covered, the company can spend a larger percentage of income on plus business and still maintain a good ratio of net profits to sales."

Break-even points are being lowered in many companies through technological improvements, better cooperation from labor, ending of shortages. But the sales manager must know the precise figure in order to decide intelligently on such matters as increased advertising pressure, contests, premiums, adding new territories.

National Federation of Sales Executives

CLUB NEWS & ACTIVITIES

★ ★ ★ ★ ★

Issue No. 31
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Printed in U. S. A.
December 15, 1946

ROCKFORD, ILL. SALES EXECUTIVES CLUB ORGANIZED

THE Rock River Sales Executives Club, with headquarters in Rockford, Illinois, is the latest addition to the growing list of Sales Executives Clubs, either organized or in the process of organization.

The Rock River club held its formal organization meeting recently. In addresses at the meeting, Henry L. Porter, of Standard Oil Company of Chicago, and a district director of the Federation, stressed the value of organization. A committee was organized to draft a constitution and by-laws and to select permanent officers.

Included in the Rock River club will be Sales Executives from Rockford, Freeport, Dixon, DeKalb, and Belvidere, Illinois, and Beloit and Janesville, Wisconsin. It is the third to be organized in recent months on a basis of executive membership in the Federation. The other two clubs were in Seattle and in Mobile, Alabama.

New Seattle Officers

Elections were held and officers and directors named at the first

(Turn to Page 2, Please)

Federation Plans Nationwide Membership Expansion Drive



All Clubs Asked to Appoint Representatives to Serve On Federation's Extension Committee —Whitney General Chairman

PLANS are now being developed for an extensive, nationwide membership expansion program to be launched in the near future by the National Federation of Sales Executives in conjunction with its affiliated clubs.

The program will have as its immediate objective the addition of about 5,000 new members to the executive rolls of the Federation and to the rosters of its component clubs—a goal set originally at the last annual convention. Another important objective will be the organization of new Sales Executives Clubs and the conversion of existing unaffiliated clubs to the Federation ranks.

Robert A. Whitney, of the Encyclopaedia Britannica, Chicago, Illinois, will direct the entire program as General Chairman of the Federation's Extension Committee.

This increase in membership will serve to arm the Federation for the new and greater role it will be called upon to play in the future and to provide it with adequate funds to carry on a broader and more effective program of action on behalf of its members, their clubs and the selling profession in general.

All affiliated Sales Executives Clubs are being asked to select representatives to serve on the Extension Committee of the Federation, which will serve as the coordinating force behind the drive. They are being asked to appoint one member to serve on this committee, preferably the club Membership Chairman or some other dynamic individual willing and able to exert every possible effort to make the program a success in his club and in the nation.

Program Objectives

Two distinct and yet coordinated phases of the campaign are being

(Turn to Page 2, Please)

Three Clubs Vote Change of Name

Steps toward greater uniformity among clubs affiliated with the National Federation of Sales Executives were taken recently by the Denver and Los Angeles organizations which voted changes in their official names and by the Houston group where a similar change will be put to a vote at this month's meeting.

The Denver Club passed a resolution changing the official name of their organization from "The Sales Managers' Council of the Denver Chamber of Commerce" to "The Sales Executives' Council of the Denver Chamber of Commerce," while the Los Angeles group voted to change their designation from

(Turn to Page 2, Please)

30 Clubs Name Representatives To Selling As A Career Committee



To date, more than 30 affiliated Sales Executives Clubs have appointed representatives to serve on the Federation's Selling As A Career Committee, Harrison Matthews, of Los Angeles, general chairman of the Committee, has announced.

The appointments are in response to Mr. Matthews' request that all regional directors of the Federation submit the name of one member from each club in his area, in order to insure the widest possible club participation.

Clubs that have not already done so are urged to recommend to their regional directors a man qualified to serve on this important committee. If the individual club already has a Selling As A Career Committee, the chairman of that group would be the logical choice.

The committee has a two-fold

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CLUB NEWS & ACTIVITIES
Published by
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C. C. Walther—*General Sales Manager, Walther Brothers, New Orleans, Louisiana.*

Dwight D. Thomas—*Executive Vice-President, Gulf Brewing Company, Houston, Texas.*

Cyril C. Nigg—*President, Bell Brand Foods, Ltd., Los Angeles, California.*

Mitchell Heinemann—*Vice-President, Jantzen Knitting Mills, Portland, Oregon.*

NEW FEDERATION DIRECTORS






PICTURED above are four District Directors of the National Federation of Sales Executives whose photographs arrived too late for inclusion in the pictorial spread on the Federation Board carried in a recent issue. From left to right, they are: Whitfield B. Case, Trenton Box Lunch Company, Trenton, N. J., District 4; Glen A. Walker, Nebraska Power Company, Omaha, Nebr., District 7; Frank P. Connolly, Valentine & Company, New York, District 2; and C. Bradley Palmer, Liquid Carbonic Corporation, Atlanta, Ga., District 8.

MEMBERSHIP

(Continued from Page 1)

developed. One deals with prospective members in non-club cities and the other with unaffiliated sales executives in cities which already have clubs.

To deal with these twin problems, Federation headquarters has prepared a prospect list of more than 6,000 sales executives of companies which would make welcome and valuable additions to the ranks of the Federation and, in many cases, to local clubs.

As an initial step, all prospects in non-club cities are being sent an attractive, illustrated broadside which does an effective selling job for Federation affiliation and contains a membership application coupon for direct mailing to Federation headquarters.

To aid the campaign in club cities, prospect cards for each city are being developed and will be sent to the clubs with a supply of the promotional broadside and other helpful material.

"Packaged" Campaign

As a further aid to the local clubs in expanding their membership rolls, the Federation has prepared a "packaged" membership campaign which needs only implementation and activation by the individual clubs. Complete down to the last detail, this model program has been tried and tested and has proven so effective that in one case where it was used club membership was increased over 50 per cent in one month.

Increased Activities

A substantial increase in the membership of the Federation will provide a firm foundation for the continuation and expansion of its many and varied activities on behalf of its members, and the cause of Selling.

THREE CLUBS

(Continued from Page 1)

"The Los Angeles Sales Managers' Association" to "The Los Angeles Sales Executives' Club."

At this month's meeting, members of the Houston Sales Managers are voting on a proposed amendment to change the name to "The Houston Sales Executives Club."

SELLING AS A CAREER

(Continued from Page 1)

purpose: meeting the present demand for qualified salesmen by the development of salesmen's training courses for veterans and others, and the promotion of Selling as a profession by fostering the creation and expansion of Salesmanship courses in the nation's colleges and universities.

Members of the committee appointed so far and their clubs are: H. E. Stock, Albany; C. B. Jones, Atlanta; G. A. Baker, Birmingham; N. C. Catherin, Boston; W. L. Fetch, Buffalo; E. G. Downer, Delaware County, Pa.; R. H. Marks, Dallas A. H. Rosenthal, Fort Worth; R. M. Flydal, Hartford; Bill Boyd, Houston; John Hand, Jackson, Miss.

R. A. Thomas, Los Angeles; G. Noonan, Louisville; C. Wilson, Memphis; Dr. R. L. Kozelka, Minneapolis; J. F. Ekdahl, Newark; D. A. Coulter, New York; R. J. Jones, Oklahoma City; R. Fournier, Omaha; J. N. Adam, Philadelphia; A. C. Fox, Pittsburgh; Herbert B. Carkin, Providence, R. I.

R. S. Stevenson, Richmond, Va.; L. J. Weir, Rochester; T. W. Atkin, St. Louis; L. L. Shoemaker, San Antonio; E. A. Walruff, San Diego; L. E. Throgmorton, Shreveport; H. H. Irwin, Springfield, Mass.; Col. F. J. Picking, Toronto; J. H. Kahle, Trenton; J. T. Lewis, Washington, D. C.

ROCKFORD CLUBS

(Continued from Page 1)

regular meeting of the Seattle Sales Executives Club. Elected president was Con J. Deasy, Seattle manager of the Union Oil Company of California. Other officers of the Seattle club include: Robert M. Gamble, National Products Corporation, vice-president; Robert C. Story, Seattle Chamber of Commerce, secretary, and Robert E. Rutherford, Carnation Company, treasurer.

Mobile Club Elections

Members of the newly-formed Sales Executive Club of Mobile, Alabama, also elected officers and directors recently. Named president was A. L. Bell, Protective Life Insurance Company. Other Mobile officers are: C. C. Johnson, National Cash Register Company, vice-president; L. B. Mooreland, Aluminum Ore Company, secretary, and R. L. Goad, Gulf Refining Company, treasurer.



WASHINGTON LETTER

Prepared for National Federation of Sales Executives by Business News Service

Business Census In Doubt

The census of business, which the Census Bureau hoped to take after July 1, 1947, appears to be dead at the moment. Officials now hope for revival of the two-year Census of Manufactures. This would be taken in the fiscal year 1947-48 covering 1947 and would be the first since 1940.

The business census, which was to include distribution, had been authorized as far back as April by the House Committee on Census but was killed on the floor. Then the Senate refused an appropriation because, its Appropriations Committee contended, the enumeration was not called for in the basic law.

At the present time, the Budget Bureau is inclined to refuse to request an appropriation. It argues that the Census Bureau first must try to get an amendment to the basic law. After it has succeeded, it can try again for money, realizing, of course, that Congress will be economy-minded.

Getting the change in law on the census won't be easy. Congress is being reorganized so that a new committee—probably the Civil Service Committee—will have jurisdiction with the old Committee on Census being abolished. Persuasion of the new committee would have to start from scratch.

As for the Census of Manufactures, which is now allowed every two years but which had been postponed during the war, appropriations which Census Bureau chiefs will consider sufficient are in doubt. Present betting odds are against any sort of a business census.

Sales Practices Aired

At the first fair practice meeting of the Federal Trade Commission under its new appropriation—with the household dye industry—questions were raised which may influence sales practice and costs over the long pull.

Boyle-Midway, Inc., insisted on a clause outlawing "push-money" through which, under a manufacturers' subsidy, the sales clerk is hired to promote his product. Objection was that push-money is a misrepresentation to the customer who does not know that she is being served by a manufacturer's employee.

One proposal at the meeting, which recalled the old NRA codes, was that those getting "push-money" wear badges, "Paid by the manufacturer . . ."

If such a clause becomes part of the code, it may be proposed for others, gradually making consumers "push-money" conscious. In some lines, the distinction between push-money and demonstrators is vague; the demonstrator has a special part of the counter where she sells a special product but, to the customer, looks like any other sales girl. Insofar as demonstrators are concerned, the law requires that all outlets get like offers of the service. Argument on the question, in FTC cases and before courts, has dealt primarily with technical interpretation.

At the dye hearing, besides members of the industry themselves, were representatives of American Standards Association, S. S. Kresge Co., National Association of Chain Drug Stores and Patent Commissioner Casper Ooms. Guess was that Ooms was interested in procedures for use in the event that he forms advisory committees to help work out regulations under the new Trade Mark Act.

Other FTC Cases

FTC is hearing a case against Coty, Inc., for alleged unfair practice in offering demonstrators. The complaint says that out of 25,000 retailers demonstrators are offered only to 250. Coty's reply said that the company was not making gifts but getting back something of value—notably displays in high class stores. It judged that this promoted sales for all of the outlets.

The Commission has been upheld by the U. S. Appeals Court, N. Y., in an order charging violation of the brokerage section of the Robinson Patman Act—taking commissions from manufacturers while acting as buyers for others.

Despite its loss of the cement case, FTC is going ahead with other cases involving use of multiple basing points. It still intends to appeal the cement decision.

Companies which during or since the war have gone into the business of transcribing radio commercials are being checked by FTC—which is building up a big library of them. They are used as leads for misrepresentation cases.

Salesmen From OPA

Short-staffed sales executives may find distribution talent among OPA employees—if they look. Companies which have tried were thrown off occasionally by the Government's way of labeling its help. A man who before the war had been running sales campaigns or directly calling on the trade became a "business analyst" on the OPA payroll. While its "statisticians" and "economists" mainly came from universities, many learned market research, costing and other trades within OPA.

The sales executive, shopping for help among OPA employees, should first write his regional office, making his own specifications. In some cases, he will find that he is dealing with officials who know only Government classifications of people. In that case he should write the OPA, Federal Office Building No. 1, Washington, D. C. Inquiries about men or women with food distribution experience should be addressed to Milton Quint, Director, OPA Food Price Division. For people experienced in general distribution of consumer goods, write Eugene Messner, Director, OPA Consumer Goods Price Division.

Here are some illustrations of the kind of men available: One man supervised nation-wide surveys on food wholesaling and retailing, covering, not only actual sales, but packaging, grading, special services to the customer, etc. In the food line again, is a specialist in wagon wholesalers. Those who drew up the regulations got to know a lot of quirks in the business.

One of the men who set ceilings on various consumer products — furniture, appliances, ready-to-wear clothing and shoes—knows chain, department store and mail order as well as wholesale sales practice.

Besides those aiming at executive jobs are hundreds whom OPA labeled "clerk". Among these are many who know business machines, filing, bookkeeping, etc.

World Trade on Griddle

The State Department's program for reciprocal trade faces the scrutiny of a new opposition Congress. Rep. Knutson, who will head the House Ways and Means Committee, intends particularly to bring the tariff issue before the majority caucus. If the caucus goes along with him, he will require the State Department to show that reciprocal trade thus far has pushed American exports.

Meanwhile, State Department has announced plans for hearings before actually starting new negotiations looking toward tariff cuts here and abroad. It wants information both on what can be cut by U. S. without untoward results and on what kind of quid pro quo exporters want from foreign nations.

These documents are of interest to those who intend to follow the hearings intensively or take part (in writing for them, please mention NFSE and BNS):

1. Department of State press release No. 782, announcing and describing the prospective negotiations.

2. "Products on which possible tariff concessions will be considered in Re-

(Turn to Next Page, Please)

ciprocal Trade Agreement Negotiations" listed as "Department of State Publication 2672, Commercial Policy Series 96".

3. To above No. "2" should be used with "Statistical Classification of Imports into the United States with Rates of Duty", which can be gotten from the local Commerce Department office. By comparing the two, it is possible to see which items are not listed for tariff reductions.

Data On Inventories

Commerce Department figures continue to show increases in inventories of manufacturers, wholesalers and retailers. But from September, 1945, to September, 1946, a $5.4 billion inventory rise for all business was matched by a $6 billion increase in sales. Figures are contained, along with a great many others, in the Department's "Industry survey of manufacturers' inventories, shipments, incoming business, unfilled orders". Write the regional office of the Commerce Department, mentioning NFSE and BNS.

New Business Booklet

Among Commerce's how-to-go-into-business booklets is the new one, "Establishing and Operating an Automatic Merchandising Business", available at 15c from the Superintendent of Document, Government Printing Office, Washington 25, D. C.

Population Shifts West

Figures collected both by CPA and NHA on requests to build are said to show a shift in population from New England, the middle Atlantic and East Central States to the West Central and South Atlantic regions. Figures have just been described by officials in a rough way; they have not yet been assembled and published.

CPA also estimates that by 1950 West Coast population will double 1940. It advises various basic industries—such as steel—to shift their distribution arrangements accordingly. Some officials think that the shift will force changes in basing point systems.

Building Prospects

Continuation of a housing program will be settled when the new Congress opens. Attack will come mainly from old-line builders who fear that the priorities system will be used mainly to help prefabricators. Wyatt himself has been trying hard to get RFC money and Government's surplus plants into the prefabrication industry.

For sales executives, NHA's figures on housing applications—given for leading cities in nine housing regions—are of interest in showing where building prospects are greatest. Write NHA, Information Division, Washington 25, D. C., asking for press release No. T-4, mentioning NFSE and BNS.

Food Market Research

Agriculture officials, who expect to get some money to research the marketing of farm products, are coming around to the idea that usual research methods are not worth much in reducing marketing costs. The kind of research that pays dividends, they find, is that which, for instance, led to supermarkets: It consists of happening upon a marketing idea and trying it out. They don't see much prospect for developing the market for farm products by new promotions—frozen foods, packaging of fruits, etc.—but think that these will lead to a redivision of the existing market, to the benefit of the consumer. The most fertile field, in the opinion of Department officials, appears to be cutting distribution overhead—which requires basic new ideas.

Marketing research of the Agriculture Department, under the legislation of the last session, will mostly cover things which cut marketing costs.

Research into new uses for agricultural products, also to be expanded under recent legislation, will follow methods now used in departmental laboratories. Among current projects:

From buckwheat, chemists are extracting a drug called "rutin" to treat people with high-blood pressure (they look to a tasteless bright yellow tablet); a chicken feather fiber is being developed; sweet-potato starch, developed in a Department laboratory, is going into commercial production, etc.

A description of projects is contained in a recent address by Louis B. Howard, "Promising New Outlets for Farm Productions", which you can get by writing the Department of Agriculture, Washington 25, D. C., mentioning NFSE and BNS.



Watch for Your Copy!

The proceedings of the First Annual Distribution Congress and the 11th Annual Convention of the National Federation of Sales Executives are now on the press and will go forward within the next few weeks to all members of the Federation as well as to those who registered for this outstanding event.

Attractive in appearance and lavishly-illustrated, this 162-page book is a splendid compendium of practical ideas for selling under modern conditions. All members are urged to watch for this extra Federation membership bonus and to read it carefully.

A limited number of additional copies of the book will be available at a cost to members of $2.50 each and to non-members of $5 a copy. Checks for additional copies should be sent to:

NATIONAL FEDERATION OF SALES EXECUTIVES

334 Paul Brown Building Ninth and Olive Streets

ST. LOUIS 1, MISSOURI

FEDERATION News

Issue 32 | St. Louis, Missouri | January, 1947

FEDERATION TO APPOINT COMMITTEE TO MAKE STUDY OF HOTEL PROBLEMS

SELLING IS READY

by

A. T. DANIELSON

Vice-President, Barker Brothers, Los Angeles, and President of the National Federation of Sales Executives



The reconversion from war to peacetime production has brought its full share of heartaches and headaches. But as the last of the Government restrictions join the ranks of departed memories, we can at least begin to see the approach of that long-heralded "Post-War Period," so often talked about and hoped for. We all knew it would arrive some day, but we wished for a smoother journey.

Yes, the competitive market is here, and with it comes a real challenge to Selling. We gladly accept this responsibility because we have hoped and planned for this day, and we know that Selling is ready. Alert sales organizations throughout the land have their plans well prepared. They have realized that the return to a free economy offers the greatest opportunity in history to Selling in the decade ahead.

WE have been studying our markets, in the light of many changes brought about by wartime conditions and shifting populations. We know that consumer wants and needs have changed too, and we are finding out how those desires fit into our particular industry. And while studying the market and the consumer, we are keeping an eye on our competitor, and how our product will compete in the new era of Selling.

We have been studying and teaching new techniques in selling, so that our entire selling organization will keep pace. We realize that new methods will be necessary, in order to contribute our share to the need for a broader distribution and increased productivity. And along this line, we are working closely with manufacturers and the industry as a whole, to see that no bottlenecks arise that can slow distribution and threaten a prosperous economy.

And most important, our training programs have been going full speed ahead, all over America. Thousands of young men and women are preparing for a career in Selling, and they will be ready to take their place beside our seasoned veterans in this most thrilling of all professions. These trainees are fired with enthusiasm, because they have been shown the future that can be theirs, if they can achieve a full measure of success.

Yes, Selling is ready! We are confident, because we are ready and we are looking forward to 1947, determined to make it a Selling year!

Greater Consideration In Rooms, Rates and Service to Be Asked

AN aggressive effort to induce the nation's hotels to accord preferential treatment to salesmen and sales executives in such matters as rates, room allocations and courtesy will be one of the major projects discussed at a meeting of the Board of Directors of the National Federation of Sales Executives at a meeting in Chicago next month.

The hotel proposal was an outgrowth of a letter received from the Kalamazoo Sales Executives Club which urged the Federation to protest formally against what it contended were "shameful" practices by hotels in the treatment of traveling salesmen and others.

Acting on the Kalamazoo Club's suggestion, President Danielson of the National Federation has asked Harold D. Laidley, Manager of Sales Development of the White Motor Company of Cleveland and a director-at-large of the Federation to head a committee to contact officials of the American Hotel Association and others and attempt to work out a mutually satisfactory arrangement under which sales personnel would be accorded greater consideration.

In a statement announcing the plan to contact hotel officials, President Danielson expressed the belief that the "backbone of the hotel business, at least prior to the war, was the income derived from salesmen and sales executives."

"I believe," he added, "that an impartial survey will show that business generally pours millions of dollars annually into the coffers of the nation's hotels for the support and maintenance of salesmen and top-ranking sales executives.

"While most hotels, I am sure,

(Turn to Page 2, Please)

FEDERATION NEWS

Published by
The National Federation of
Sales Executives
334 Paul Brown Bldg., St. Louis, Mo.

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☆ HONOR ROLL ☆

THE Sales Executives Club of Seattle, Washington, and the Sales Executives Club of Rochester, New York are the latest additions to the Honor Roll of the National Federation of Sales Executives, which is composed of clubs supporting the Federation on the full executive basis.

Addition of the Seattle and Rochester organizations increases the number of clubs which are now supporting the Federation on the executive basis to 47. At present, several other clubs are considering executive affiliation.

The complete honor roll of clubs affiliated with the Federation on the executive basis follows:

Atlanta Sales Executives Club.
Sales Managers' Club of Baton Rouge.
Birmingham Sales Executives Club.
Sales Managers' Club of the Boston Chamber of Commerce.
Buffalo Sales Executives Association.
Chicago Sales Executives Club.
Cincinnati Sales Executives Council.
The Sales Executives Club of Cleveland.
Columbus Sales Executives Club.
Dallas Sales Executives Club.
Davenport Sales Managers' Bureau.
The Dayton Sales Executives Club.
Decatur Sales Executives Council.
Sales Managers' Association of Delaware County.
Sales Managers' Council of the Denver Chamber of Commerce.
Detroit Sales Executives Club.
Evansville Sales Executives Club.
Fort Worth Sales Executives Club.
Grand Rapids Sales Executives Club.
Sales Managers' Club of Hartford.
Houston Sales Managers' Club.
Indianapolis Sales Executives Council.
Jackson Sales Managers' Club.
Kalamazoo Sales Executives Club.
Sales Managers' Association of Los Angeles.
Sales Managers' Council of the Louisville Board of Trade.
Central Wisconsin Sales Executives Club.
Sales Managers' Association of Milwaukee.
Minneapolis Association of Sales Managers.
Sales Executives Club of Northern New Jersey.
Sales Executives Council of the New Orleans Assn. of Commerce.
Sales Executives Club of New York.
Oklahoma City Sales Executives Club.
Sales Executives Division of Omaha Chamber of Commerce.
Sales Managers' Association of Philadelphia.
Sales Executives Club of Pittsburgh.
Sales Managers' Club of the Providence Chamber of Commerce.
Richmond Sales Executives Club.
Rochester Sales Executives Club.
St. Paul Sales Managers' Association.
San Antonio Sales Managers' Club.
San Francisco Sales Managers' Association.
Seattle Sales Executives Club.
Sales Managers' Club of Shreveport, Inc.
Springfield Sales Managers' Club.
Toledo Sales Executives Club.
Sales Executives Club of Washington, D. C.

HOTEL STUDY

(Continued from Page 1)

realize this and appreciate this business, there is a vast opportunity to strengthen the relationships between the hotels and the commercial traveler, and we hope through this committee to effect a course of action that will make the lot of the average sales executive and travelling man much less arduous."

Efforts will be made, President Danielson said, to induce American hotels to emulate the action of railway hotels in Canada which grant a fifty cent a day reduction on all rooms to commercial travelers. Another objective of the committee, he continued, will be to try to effect an arrangement under which holders of Federation membership cards will be recognized as a basis for preferential treatment.

Complete details of the hotel situation will be outlined at the Board meeting, Mr. Danielson added. Other matters to be discussed at that meeting, he said, include plans for the annual convention of the Federation, the proposed creed of standards for salesmen, membership expansion plans and new promotional efforts in behalf of the Federation and selling and salesmanagement in general.

Two More Clubs Vote Name Change

The swing toward greater uniformity among Federation affiliated clubs continued this month with the decision of organizations in Hartford, Conn., and San Antonio, Texas, to change their official designations to "Sales Executives Club".

Both the San Antonio and Hartford Sales Executives Clubs were formerly called "Sales Managers Clubs". Their action follows recent similar changes by clubs in Denver, Los Angeles, and Houston.

FREE!

A limited number of reports of the Seventh New England Sales Management Conference and the Twenty-Fourth Annual Sales Rally and Luncheon held at the Hotel Statler in Boston on January 11 and 12 are available.

These copies will be sent free to the first to request them. Only a small number of copies are available, so place your order now.

Washington LETTER

Prepared for National Federation of Sales Executives by Business News Service

SALES LEGISLATION READIED

Attention was focused on a few key issues, such as labor unions, as the 1947 Congress was getting under way. Nevertheless, a great many bills of interest to sales executives were being prepared. These involved fair trade, the census, instalment regulations, etc.

Resubmission of a measure, similar to that proposed by Reece, modifying taking of evidence by FTC was likely. Authority for the Census Bureau to take a business census was to be proposed and an effort made to short circuit usual hearings. However, under the reorganization of Congress, the bill would have to go before a committee not directly familiar with the census.

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EXCISE TAX OUTLOOK

Prospects for early removal of excise taxes seem to be declining. Some members favor retention and even extension of excises in order to remove the necessity for high income taxes.

Most current excises are wartime imposts but the desire to reduce income taxes has created some sentiment in Congress for retaining them.

INCOME TAX

Leaders were in disagreement on applying the prospective income tax cut to the whole 1947 calendar year. Some feared that this would unbalance the current budget and proposed instead that cuts be applied only to income acquired after July 1.

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REPORT ON MONOPOLY

The Small Business Committee at last has published "United States versus Economic Concentration and Monopoly", available from the Government Printing Office. Because it is a lame duck publication, its interest lies less in the proposals advanced than in the information collected. This information describes attitudes and problems of Justice, FTC and other agencies on restraint of trade and monopoly.

Among interesting points in the volume...

After FTC issues a cease-and-desist order, it doesn't do much to insure compliance; it lacks sufficient staff to follow up.

FTC remains eager for a law preventing concerns from acquiring assets of a competitor. A bill along this line will be introduced again.

FTC also would like limitations on court

(Turn to Page 6, Please)

Plan Now to Attend!



The Second Annual Distribution Congress and the Twelfth Annual Convention of the National Federation of Sales Executives will be held on Monday, Tuesday and Wednesday, June 2, 3 and 4, at the Biltmore Hotel in Los Angeles.

Keynoted to the theme "Sales Management in Action," the convention will present an imposing array of the nation's top speakers on all phases of sales and distribution.

Already this historical gathering in sunny Southern California promises to be the biggest and best convention in the history of the Federation. Plan now to attend!

2nd Annual Distribution Congress and 12th Annual Convention

NATIONAL FEDERATION OF SALES EXECUTIVES

FEDERATION News REEL
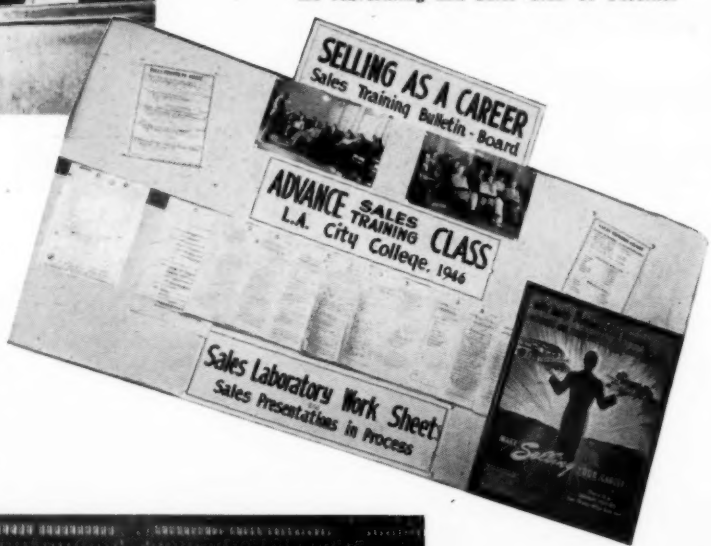


THE SMILE OF SUCCESS

Roydon M. Barbour, international director of the Federation and manager of the Saturday Night Press of Toronto, Canada, looking happy after the highly successful Sales Management Conference and Sales Rally which he staged under the sponsorship of the Advertising and Sales Club of Toronto.



SALES DEMONSTRATION

Actual practice in demonstrating office equipment is just part of the many practical phases of the Advanced Sales Training Class sponsored by the Los Angeles Sales Executives Club.



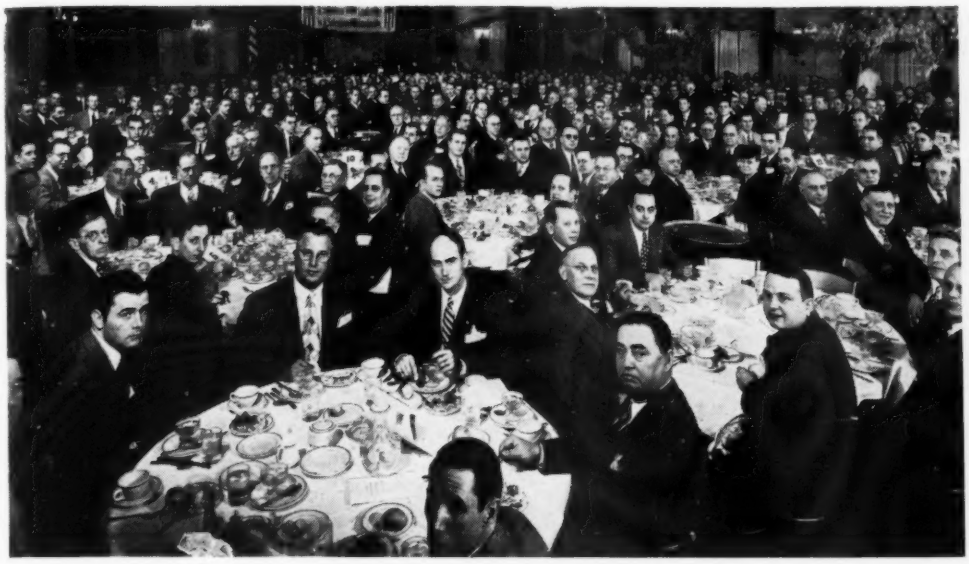
ON DISPLAY

Action photographs of classes, laboratory worksheets and other sales training materials are on display in this picture of the Selling As A Career bulletin display board at the Los Angeles Sales Executives Club.



REACHING HIGH

Shown above is part of the crowd of 2300 members and guests who attended the New York Sales Executives Club's Christmas Party at the Waldorf-Astoria. In the picture, party-goers are shown trying to catch model airplanes thrown from the stage by Powers models.

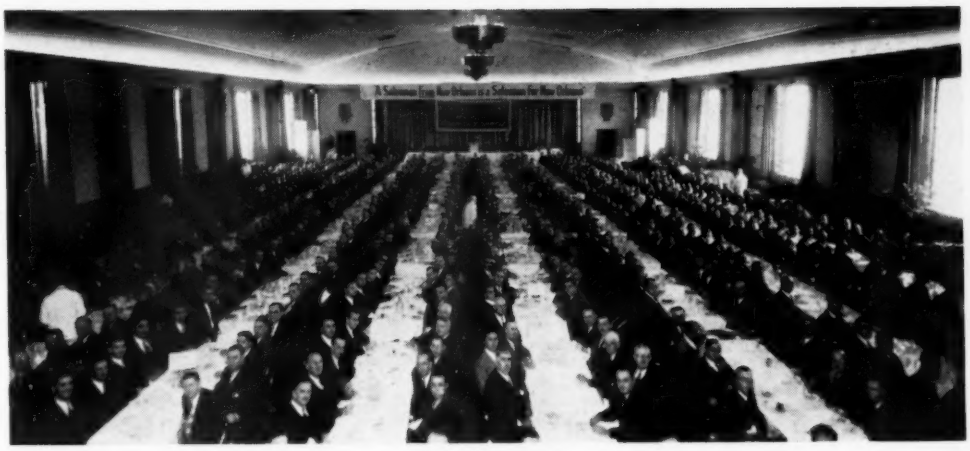


TRIBUTE DINNER

Louisville sales executives with their salesmen as guests of honor filled the Crystal Ballroom of the Brown Hotel in that city at the Third Annual Tribute Dinner for Salesmen, staged at the year's end by the Sales Managers Council of the Louisville Board of Trade.

SALESMEN'S ROUNDUP

A capacity crowd of 800 salesmen and their sales executives are shown at the Tenth Annual Salesman's Roundup of the New Orleans Sales Executives Council. Keynote of that outstanding affair was "A Salesman From New Orleans is a Salesman for New Orleans".



PACKED TO THE RAFTERS

Here's part of the turn-out of almost 1,000 persons who attended the New York Sales Executives Club's Post-Graduate Sales Course on five consecutive Monday evenings last Fall. Holding the rapt attention audience, but out of the camera's range, is ace sales trainer Jack Lacy of the Lacy Institute, who conducted the course.



review of desist orders under the Clayton Act. It wants stiffer anti-trust law penalties.

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ANTI-TRUST DIVISION

Justice Department complains of the lack of follow-up after Sherman Act victories.

The Department is accepting consent decrees rather than fighting cases through.

It considers of major importance the Supreme Court decision charging the tobacco companies with monopoly—because, through the decision, Justice need no longer try to prove actual use of monopoly powers.

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FEDERAL TRADE RULES

FTC has just amended its rules of practice and policy. Pending the publication of a revised edition of the Commission's booklet, "Rules, Policies and Acts," sales executives can get copies of the latest change by writing FTC for the reprint of "Title 16-Commercial Practices," setting forth changes filed December 10. Among changes:

1. When food, drug and cosmetic advertising is false, by virtue of omissions, the commission will proceed "only" on danger to health. No statement is made on whether it will always proceed in such cases. When it does, it will require full disclosure on the labels and not only the familiar, "Use only as directed."

2. Trial examiners' reports are no longer to be secret pending decision by the Commission. Their findings are to be part of the public record but nothing is being done to broadcast them. Interested parties will have to consult directly at the Commission offices.

3. Along the lines of the old Reece bill, Commission findings must be supported by the "greater weight of the evidence."

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COMPROMISE ON PEN ADS

The 7th District Court has issued a compromise decision on the Commission's order that Parker Pen drop its claim of life-time guarantee. The Court requires that ads carry close to the words "Life Guarantee" and in the same style lettering, this statement,

> "Pens marked with the Blue Diamond are guaranteed for the life of the owner against anything except loss or intentional damage, subject only to a charge of 35c for postage, insurance and handling, provided complete pen is returned for service."

. . . . . .

BRICK CASE IMPORTANT

A complaint against nine New England brick manufacturers, charging collusive price fixing by use of a sales agency, Colonial Clays, may bring into question a 1933 Supreme Court decision, Appalachian Coals, Inc., vs. U. S., which lets competitors use regional sales agencies if they don't dominate the industry.

The answer said that the agency had been organized along the lines approved by the Court. Since the Court has changed personnel since 1933, similar agencies must watch the case.

Interested executives are advised to write FTC asking for press release, "Complaint (5468) Sand Struck Brick," mentioning NFSE and BNS.

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SPLIT ON MISLABELING

FTC is still split on how to handle mislabeling cases, in the light of last Spring's Supreme Court (Alpacuna) decision, advising the Commission to try to find some other way out than destroying the trade name. The majority allowed the name along with full, conspicuous listing of products.

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AD REIMBURSEMENT

The Alcohol Tax Unit of the Treasury Department plans changes in rules to allow manufacturers to reimburse retailers for advertising costs, provided that the reimbursement is not used as promotion bait. Reimbursement, if the change goes through, will be up to 50 per cent of the ad cost allocated to the manufacturer's own product.

. . . . . .

BUILDING PLANS

Although the big move will be to allow more commercial building and more repair work of all kinds, Creedon, who succeeded Wyatt, is hesitating. His plans have drawn too many kicks from veterans who had been backing the old agency.

The agency now allows 15,000 square foot houses. This means dining rooms, an extra

VETERANS' TRAINING

During recent weeks many sales executives have expressed concern over the reduction in the veterans' sales training periods from four to two years under an amendment last Summer to the G.I. Bill. This action need not destroy training plans. However, the plans must be modified.

The Veterans' Administration has given the green light, in particular cases, to sales executives who divided former four-year courses into successive two-year courses.

Naturally, the Veterans' Administration will not tolerate mere disguise. The second two-year course must train the men to a higher distribution job than the first.

In remapping a training plan the executive should, of course, talk things over with the local Veterans' Administration office.

bedroom, etc., and, therefore wider markets for higher-priced house furnishings.

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MILK FUNDS

The Supreme Court has ruled, in U. S. vs. Joseph Ruzicka and Charles Ruzicka, that milk dealers can't refuse to pay to the milk funds set up under the Agricultural Marketing Act because they disagree with the invoices. They must complain first to administrators and not go directly into court. The case summarizes a series of decisions which have force in and beyond the sales field; when Congress sets up grievance machinery in carrying out some law, it must be used before anybody can go to court.

. . . . . .

VICTORY IN PAPER

FTC gains increased power in enforcement of the Trade Commission Act through its victory over a group of paper companies in the Chicago Circuit Court charged with fixing prices on crepe paper and setting up trade zones. Court said that positive proof of conspiracy or of agreement was not necessary; uniform prices were sufficient evidence.

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CENSUS LITERATURE

Among recent Bureau literature interesting to sales executives (in writing the particular Bureau for them, please mention NFSE and BNS):

1. "Series P-S No. 14" is a sample check on migration in the six post-VJ months. It shows that about two million families moved across county lines. However, county-by-county figures are not given.

2. "Series P-S No. 13" shows "Characteristics of Families in the United States—February, 1946" with such points as: Number headed by women, ages of family heads, number headed by veterans, family sizes, etc. Number of families is now estimated at 37.9 million.

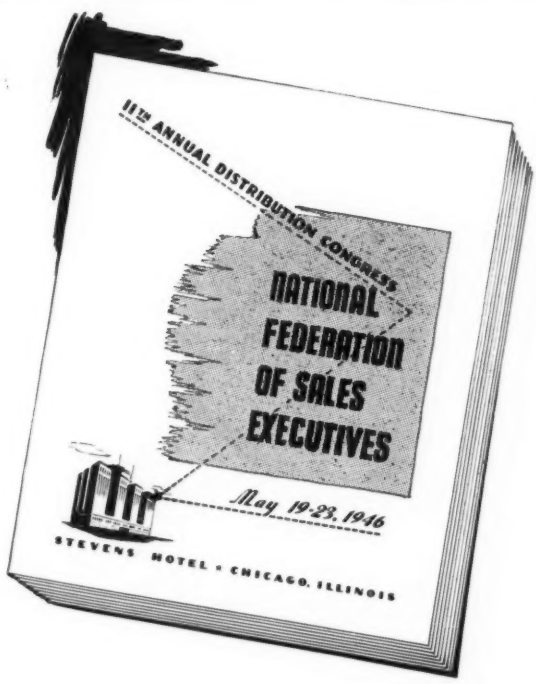
3. "Series P-46 No. 9" estimates populations July 1, 1940-1945 in Alaska, Hawaii, Puerto Rico and Virgin Islands.

4. "Series P-SC No. 203 final figures" is a special complete count for Exeter, Cal., comparing April 1, 1940 and Nov. 7, 1946.

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BRAND PRODUCTS ABROAD

Office of International Trade has arranged for admission of selected American brand products into England on a quota system—20 per cent, in value, of average annual shipments 1936-7-8. The manufacturer submits his certified figures to OIT from which the unit calculates his quota. Forwarders and selling agents can get in only if certified by the manufacturer, thereby avoiding duplication on a given product. The idea, says Commerce Department, is to keep a brand name before the English public.



An Extra Bonus!

Bound and illustrated copies of the proceedings of the First Annual Distribution Congress and the 11th Annual Convention of the National Federation of Sales Executives have been forwarded to all members of the Federation as an extra dividend.

This attractive, 162-page compendium of modern selling ideas is being sent free to all members of the Federation as well as to all those who attended that outstanding convention. Preparation of the book was a special service of International Business Machines.

Distribution of this valuable book is just one of many Federation services to members.

NATIONAL FEDERATION OF SALES EXECUTIVES

334 Paul Brown Building Ninth and Olive Streets

ST. LOUIS 1, MISSOURI

LEO O'LOUGHLIN RESIGNS OFFICE



The resignation of Leo B. O'Loughlin as Midwest Regional Director of the National Federation of Sales Executives has been announced.

Mr. O'Loughlin's resignation was necessitated by a change in business connections from the Electric Auto-Lite Company, Toledo, Ohio, to the Visible Index Corporation in New York. In his new capacity with the Visible Index Corporation, he will have the distributorship for that company in New York City, Westchester and Long Island.

Before being elected regional director of the Federation, Mr. O'Loughlin held at different times the offices of vice-president and director-at-large. He is a past member of both the Toledo and the Detroit Sales Executives Club.

Personalities IN THE NEWS



• Kinsey N. Merritt, past President and Chairman of the Board of the National Federation of Sales Executives, has been appointed Vice-President in charge of Traffic of the Railway Express Agency, it was announced recently by L. O. Head, president of the company.

Formerly general manager of Public Relations for Railway Express, Mr. Merritt has gained a national reputation through his many activities in business, public relations and civic fields. He has long been an active member of the New York Sales Executives Club.

* * *

• The 80th Congress of the United States has in the person of Edward A. Mitchell, representative from Indiana, an ardent spokesman for Selling and Distribution. Formerly Sales Manager of Hesmer's, a food product sales company of Evansville, Indiana, Congressman Mitchell is a member of the Evansville Sales Executives Club and the National Federation of Sales Executives.

Mr. Mitchell, a Republican, was elected to the House of Representatives last November. He is the first member in the history of the Federation to be elected to the National Legislature.

Members of the National Federation of Sales Executives will be grieved to learn of the sudden death of Harry C. Deakyne, president of the Sales Managers Association of Delaware County and a prominent member of the Federation.

Mr. Deakyne, who was also proprietor of the Deakyne Brothers Company in Chester, Penn., died at his home on January 7. Burial was in Chester.

On January 15, members of the Delaware County Sales Managers Association gathered for a special tribute meeting in his honor.

* * *

• The promotion of George R. Langlois, active member of the San Francisco Sales Managers Club, from General Sales Manager to Vice-President in Charge of Sales of the Muirson Label Company, San Francisco, was announced recently by officials of that company.

* * *

• During recent elections among affiliated Sales Executives Clubs, Wilbur A. Bean, Equitable Credit Corporation, was elected President of the Albany Federation of Sales Executives; Albert E. Ritchie, sales manager of Wild Root, Inc. was named to head the Buffalo Sales Executives Association and Leonard P. Finley, Union Fork & Hoe Company, was voted president of the Columbus Sales Executives Club.

• C. M. Peter, Fellows Gear Shaper Company, is the new President of the Detroit Sales Executives Club, while Tallie L. Gardner, Carter Dry Goods Company, will preside over the Sales Managers Council of the Louisville Board of Trade during 1947.

• Among other new club presidents and their clubs are: Carlos C. Wilson, Bond Clothes, Memphis, Memphis Sales Managers Club; Harry G. Hoffman, Hoffman and York, Sales Managers Association of Milwaukee; Harry Canup, Hales-Mullaly Company, Oklahoma City Sales Executives Club; Victor A. Noel, Ritter Company, Rochester Sales Executives Club; Howard W. Price, Salt Lake Hardware Company, Utah Sales Managers Association; and Lloyd Ellingwood, Toledo Scale Company, Toledo Sales Executives Club.

* * *

• Ray J. Vandagriff, general sales manager of the Laclede Gas Light Company, St. Louis, Mo., was elected president of the Sales Managers Bureau of the St. Louis Chamber of Commerce for 1947. Other St. Louisans elected were: Ross C. Shannon, Socony-Vacuum Company, first vice-president; Fred Powers, Century Electric Company, second vice-president; and Emil E. Brill, General American Life Insurance Company, treasurer.

To help train new salesmen . . .

Re-train veterans . . .

"Refresh" experienced salesmen . . .

"ESSENTIALS of SELLING"

This important new book on basic sales techniques includes 22 chapters of practical tested selling advice written by prominent sales leaders—all members of the Sales Executives Club of Rochester, New York.

- **Two editions sold out . . . third selling fast.**
- **Used in more than 30 school and college sales courses.**
- **Chosen as required text in new Prentice-Hall correspondence course in Selling.**

$3.00 per copy in quantities of 10 or more . . . $3.75 if ordered singly. Supply limited . . . order now from:

ROCHESTER SALES EXECUTIVES CLUB

55 St. Paul Street **Rochester 4, New York**

FEDERATION News

Published Monthly by the National Federation of Sales Executives.

Issue 33 | 334 Paul Brown Bldg., St. Louis, Missouri | February, 1947

CREED OF STANDARDS FOR SELLING APPROVED BY BOARD OF DIRECTORS

Action Climaxes Two Years of Intensive Effort by Salesmen's Standards Committee

CLIMAXING more than two years of intensive research and effort, the Board of Directors of the National Federation of Sales Executives has approved the text of a Creed of Standards for the selling profession drafted by the Federation's Employment Standards for Salesmen Committee, of which Paul Heyneman of San Francisco is chairman.

The creed, the first of its kind ever developed for the selling profession contains 14 major points, the basic information for which was obtained in a nation-wide study made by the Employment Standards Committee of employment policies and practices of companies in relation to salesmen.

First Of Its Kind

The new creed, according to Chairman Heyneman of the Employment Standards Committee, represents the first attempt that has been made to reduce the relationship between salesmen and sales executives to a sound and practical basis.

"Heretofore, there was no standard yardstick by which salesmen and sales executives could arrive at equitable working arrangements, fair both 'to the employer and employee," Chairman Heyneman said. "The new creed is a big advance in that direction."

"Adherence to the provisions of the new creed will help greatly to eliminate friction and serious differences between management and salesmen, will remove many of the factors leading to unionization of salesmen, and will add greatly to the efficiency of the selling organization."

A widespread campaign to encourage acceptance of the new creed will be undertaken, Chairman Heyneman stated. Initial efforts will be concentrated on Federation-affiliated clubs. All clubs will be requested to approve formally the

(Turn to page 12, please)

DON'T MISS THESE FEATURES!

The full text of the new Creed of Standards for Selling appears on Page 2 of this issue of the News. Be sure to read it carefully.

All sales executives should also read the thought-provoking address by James C. Olson which is reproduced in this issue as the Speech of the Month.

The current issue of the Washington Marketing Letter also should be "Must" reading for Sales Executives. It appears on Page 2.

Another highlight of the current issue of Federation News is Federation Newsreel, a pictorial record of outstanding accomplishments of affiliated clubs, etc. See Page 6.

CAREERS COMMITTEE PREPARES SELLING COURSE OUTLINES

ANSWERING the urgent need for a reservoir of sales talent from which management can draw trained salesmen, the Federation's Selling As A Career Committee, headed by Harrison Matthews of Los Angeles, has completed the drafts of outline curricula for three major Selling courses.

These outlines are designed for use as the basis for courses sponsored either by the clubs alone or by the clubs in cooperation with schools, colleges and universities. Now being printed, the three course outlines and a special introductory guide to the entire program will be sent to all affiliated club Selling As A Career Committees.

First booklet in the series is entitled "An Introduction to Salesmenship Courses" and contains general information about sponsoring such courses, including financial arrangements, screening of applicants, organization of classes, procurement of instructors and other data necessary to implement the other

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Annual Convention to Make L. A. Sales Capital of World on June 2-4

LOS ANGELES will be the sales capital of the world on June 2, 3 and 4, according to detailed plans announced by John R. Christie, general chairman of the Second Annual Distribution Congress and the Twelfth Annual Convention of the National Federation of Sales Executives, to be held in the coast city on those dates.

Already this gathering of the nation's top sales leaders promises to be the foremost event of its kind ever staged, Christie stated. Featuring top ranking speakers and a program of special events surpassing anything previously attempted, the meeting is expected to attract a record-breaking attendance of sales executives from all sections of the country.

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Washington LETTER

Prepared for National Federation of Sales Executives by Business News Service

CODES AND STANDARDS

The attention of Sales Executives is called to three major projects now under consideration in Washington which are of great potential to all selling.

The three projects are:

1. Development of standards through the Bureau of Standards which in practice amounts to grade labelling.

2. Direct grading of agricultural products by the Agricultural Department.

3. Development of sales codes through the Federal Trade Commission.

Bureau of Standards, on the request of industry, will work out what it calls a "simplified standard" or a "commercial standard."

The simplified standard is designed to reduce the number of components in a given product or to make replacement parts uniform. While it involves and often is initiated by the production end of industry, uniform parts allow your distributors to reduce the amount of inventory they must carry on their shelves. They need not carry so many odd items, which eat up space and money.

The commercial standard in effect if not in name is grade labeling. However, it is not to be confused with the grading which was once undertaken by OPA as a basis for maximum pricing.

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OBJECTIVE

The objective is to serve the distributor as well as the consumer and the impulse for such grading comes wholly from industry. Indeed, a standard is not issued unless consented to by the trade.

Standards, according to Government records, help sales when customers and dealers are discouraged by too many ways of sizing, grading, etc. Also, managements should note that when government standards are lacking, local governments often step in. Rarely are their rules uniform. This makes trouble for the sales executive aiming at wide markets.

Standards usually specify such things as composition, durability, sizes without touching on appearance and design which are left to taste and competition. Bureau's view on the kind that help sales boils down to:

1. It must be acceptable to the buyers who should be consulted as the standard is worked out.

2. It should be followed widely. Indeed, none will be issued unless producers of more than 65 percent of the volume do accept.

3. It should solve some practical sales difficulty—for instance, agreement on the grading of a building component should answer complaints by contractors that their specifications of a given grade don't always draw the same kind of goods—where no attempt is being made to deceive.

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COMPULSORY STANDARDS

Aside from such voluntary standards, many from time to time are insisted on by Congress. The Food and Drug Act is one example. Just now bills to bar inflammable fabrics from interstate commerce are in the works: They all involve standards of inflammability. Demand for these arise after States have gotten busy.

The biggest standardization job undertaken lies in the joint effort of the National Housing Administration and Bureau of Standards to secure uniform building codes —although this is not spoken of generally as a "standard". This is intended ultimately to supersede the local codes which tie the distribution of components into knots. In addition, the Bureau is testing new building materials as they are groomed for the market and will promulgate standards which will be followed by Government buying and, perhaps, FHA specifications to mortgagees.

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AGRICULTURAL GRADING

Agriculture Department, too, expects to get deeper and deeper into direct grading. This is a long-term trend—one that Sales Executives should watch. Agricultural products are bought and sold in the futures market by people who can't themselves inspect what isn't there; hence, contracts must specify agreed-on grades. Cotton and wheat are the classical cases.

Department policy in setting up grades, entails:

1. Probable effects of grading on salability and sales costs.

2. Grading, in contrast with Bureau of Standards, must cover all of the characteristics of a product important to the buyer, i.e., size, weight, relative freshness, etc.

3. Ordinary trade distinctions must be recognized.

Officials insist that these points are taken into account when grades are set. If they are not, this implies, a particular seller has a grievance which should get a

hearing before the top management of the Department.

Department is trying to improve its grading work by purchase or development in its own laboratories of superior testing equipment. Protein content of grains, for instance, will sometime be tested by an "electric eye". Ripeness of fruit will be judged from pressure gauges. Instruments to test the content of fruit juices are under way.

States are now passing laws as to quality of milk going into cheese; this is just the kind of thing that leads to a Federal standard which assures uniformity. Moreover, the Department has perfected instruments which test precisely those points covered in the State laws.

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NEW SALES CODE

FTC'S prospective substitution of industry-wide sales codes for individual prosecutions differs from the old code-making program in this way: FTC hereafter will put industries under codes without waiting to be asked. But, judging by hearings on the first of these codes, that of household dyes, the industry will have a big hand in deciding content.

Codes in general have three elements:

1. Rehash of the Clayton Act strictures.
2. Rehash of the prohibitions, in the Federal Trade Act, against deceptive promotion.
3. Prohibition of malpractices peculiar to the industry.

In the case of the household dye code, process of working up became, so to speak, a battle of trade-marks. Companies were obviously and outspokenly trying to outlaw marks, practices, etc., of their competitors and to safeguard their own. This will happen again and again, every time a code is under discussion.

Issues involved in the dye code:

1. The extent to which such trade marks as "all fabric" or "all purpose" dye are deceptive and the way to avoid their being used deceptively.
2. The exactness to be required of directions on the box for use of the product.
3. How to deal with "push money", i.e., cash given by the manufacturer to the retailer or his saleswoman to push the product.

"All Fabric", "All Purpose", etc. Park & Tilford use "All Fabric", Rit uses "All Purpose". No household dye is suitable for every fabric, for instance, one made of mineral fiber. Even more, none is suitable for every purpose, for instance, for coloring a cake frosting, and dying hair as well as for fabric.

FTC wanted to allow the labels along with an enumeration of things the dyes can't do. By common consent, this was talked down since the enumerations could go on forever, embracing at last the whole universe. The industry preferred enumerating what the dyes can do, to which FTC seemed to agree.

But Park & Tilford objects altogether to the term "All Purpose" which, it contends, could fool people into mistaking a fabric for, say, a hair dye. It defends "All Fabrics", on the other hand, on the ground that the customer knows that the word "all" is here used colloquially, as in "all-around athlete".

There are a great many trade marks using the word "all". Hence, treatment of the word in the dye codes will be worth watching.

Exactness of directions. FTC does not want the box to deceive the customer into thinking that a small amount of dye will do the work when in fact a good deal is needed. That's the issue.

It first proposed that reasonable approximations might be given but that the customer should be told to allow for different kinds of fibers.

Rit objected that the statement on allowing for such factors could get much too complicated. The chemists would have to be called in. A simple statement on it was impossible. Hence, this part was left out of the code.

This issue too is a general one. Many products involve the use of directions which are not quite fool-proof but depend on a certain amount of know-how by the user. FTC apparently will accept this assumption of customers' know-how.

FTC, on the suggestion of the trade, put in a ban on "push-money" because—

1. It misleads the buyer into thinking a manufacturers' agent is working for the retailer, or
2. Use of it keeps out competing products, or
3. It otherwise lessens competition, or
4. The "push money" is not divided equitably among the distributors, in conformity with the Robinson-Patman Act.

This provision is objected to by some of the smaller manufacturers who say that "push money" is their one means for beating the giants. Smaller manufacturers also are getting irritated, incidentally, with Robinson-Patman Act stipulations in codes, even though the Act was designed to help them. They say that the big distributors, which do get quantity discounts, have adjusted their costing to conform to the Act while a promotion discount by a small manufacturer to a small storekeeper is banned.

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NOW AVAILABLE

A limited number of mimeographed copies of the preliminary FTC ruling are now available at Federation Headquarters.

Introducing the New Sales Manager's Creed!

A Sales Manager's Creed

I subscribe to this Salesmanager's Creed, which I believe to be in the best interests of American business:

1. All salesmen shall receive fair compensation during their initial or subsequent training periods.

2. While recognizing changes in compensation or territory to be functions of sales management, salesmen shall be consulted prior to establishing such changes and given reasonable notice of the effective date.

3. Earnings of commission or bonus salesmen shall be unlimited, unless otherwise specified at the time of their employment. Should basic changes in a business justify modifying this policy, all salesmen affected shall be advised of the fact a reasonable time prior to establishing such ceilings as become necessary.

4. When evaluating the ability of salesmen, conditions beyond their control, such as differences in the sales potentials of their territories, shall be given full consideration.

5. Salesmen shall be offered the same vacation, job or income security, and other employee benefits as are enjoyed by other employees in comparable positions in the same company.

6. The only "house" or "no commission" accounts shall be those clearly defined in advance of solicitation.

7. The paper work required of salesmen shall be held down to a minimum and its value clearly justified.

8. Salesmen's expense reimbursement policies shall be uniform, after taking all variations of conditions into consideration.

9. A sharp distinction shall be drawn between salesmen's earnings and expense allowance, and any system which affords salesmen either a substantial profit or loss on expense accounts, shall be corrected.

10. Salesmen shall be given either a contract, agreement, or letter covering those conditions of his employment which might otherwise be the basis for later misunderstandings.

11. If quotas are used—

(a) Salesmen should know how their figures have been determined, and

(b) The quotas shall be based on reliable seasoned personal evaluation of accurate and adequate criteria.

12. A salesman whose health or well being gives evidence of being prejudiced by the nervous tensions involved in his work, shall be given such relief as may be possible.

13. Pressure to achieve results shall be of a constructive nature, avoiding the use of "fear" psychology or threatened loss of employment.

14. No matter where a salesman may be located, he shall be provided with a simple means of stating his grievances, which shall be promptly considered and answered.

Prepared By National Federation of Sales Executives "Employment Standards Committee," Paul Heyneman, Chairman

Speech of the Month

"SALES COMPENSATION—*A Vital Sales Management Tool*"

an address by James C. Olson, partner, BOOZ, ALLEN & HAMILTON, management counsellors of New York, Chicago and Los Angeles.

This timely and outstanding study of sales compensation has been presented before capacity crowds at many affiliated sales executive clubs throughout the country. In acknowledgment of all the enthusiastic reports this study has evoked and in reply to many requests, we reproduce Mr. Olson's talk below:

MY comments on this subject will be organized under four **Key Points:** I. Its Function In Sales Management. II. Current Need for Reappraisal. III. Problems of Revision. IV. Suggestions on Revision.

I. ITS FUNCTIONS IN SALES MANAGEMENT

Some years ago a sales executive needed to be only a star personal salesman. He was selected because he out-performed his salesmen associates in terms of orders written. Once selected as the sales executive, he got performance out of his men by continuing to do a personal selling job, by selling business the salesmen had failed to sell and by inspirational leadership.

While personal selling is still an important part of the sales executive's job, sales executives are selected today principally for their ability to multiply themselves through others. Doing this requires a knowledge of the science of sales management, an ability to utilize the following fourteen **Tools of Sales Management.**

1. Objectives
2. Programs
3. Policies
4. Organization
5. Budgets
6. Recruiting
7. Training
8. Territorial layout
9. Territorial quotas
10. Reports
11. Sales Correspondence
12. Advertising
13. Sales Promotion
14. Sales Compensation

In our book, skill in the devising and wielding of these fourteen sales management tools is the science of sales management.

Sales compensation is one of these



James C. Olson

fourteen. It is placed last on the list because many of the tools above it must be established before a sound sales compensation plan can be conceived. This last and very vital tool — Sales Compensation — should be so set up that it facilitates the utilization of other tools. If the sales compensation plan is so designed that a unanimity of interest exists beween sales management and salesmen — so that salesmen want to do the things that sales management wants done—the task of sales management becomes much easier.

II. CURRENT NEED FOR REAPPRAISAL

Why reappraise your plan?

In many businesses today there is the need to make a careful reappraisal of the sales compensation plan in effect. This need stems from three major conditions.

1. *Changes In The Business*

In our work with client companies we found some shocking sales compensation situations. A surprising number of companies have no carefully formulated plan. In some cases plans in use today are the same in principle as at the turn of the century. Many companies have plans 20 or more years old. Relatively few sales compensation plans have been overhauled since the 30's.

Time works changes in the character of a business. Its product line, objectives, programs, sales management policy and sales territories change. Its capacity may have increased. More volume may be moving through the same outlets. Emphasis has possibly shifted from getting business to holding business.

Unless you have reappraised your plan recently, it is probably out of step with the present needs of your business. During the period of lush war business, this was of little consequence. It may well cause serious consequences in the future.

2. *Desire For Reduced Selling Cost*

During the two decades between World Wars I and II, American industry's cost emphasis was directed primarily toward reducing unit manufacturing costs. Behind this drive was the American philosophy that lower costs translated into lower unit prices would result in an ever-expanding market. To accomplish this objective industry employed motion study, methods analysis, work simplification and other production techniques.

In cases where these techniques were unfairly or improperly applied and this work poorly done, a reaction — culminating just prior to World War II in a great increase in trade and industrial unionism— took place. This trend carried through the war years and has grown stronger in the reconversion period. As a result of this and other contributing factors, wage cost per unit of production have increased more than 50 per cent since 1939.

What does all of this mean to you as a sales executive? What is

(Turn to page 9, please)

Boston Sales Rally



FEATURED SPEAKER

Frank W. Lovejoy, sales executive, Socony-Vacuum Oil Company and president of the New York Sales Executives Club, who was the featured speaker at the New England Sales Rally.





HEAD TABLERS

Pictured up front at the Seventh New England Sales Management Conference and Twenty-Fourth Annual Sales Rally and Luncheon, sponsored by the Sales Managers Club of the Boston Chamber of Commerce, are, above: E. M. Douglas, I.B.M.; Walter A. Williams, Ford Motor Co.; Channing H. Cox, pres., Executives Club, Boston Chamber; Stuart F. Heinritz, editor "Purchasing" magazine. At right, are: James H. Rasmussen, United Wallpaper, Inc.; Edward J. Gately, New England dir., N.F.S.E.; Edward H. Baker, pres., Mass. State Automobile Dealers Assoc.; William Applebaum, New England Chapter, American Marketing Association.

FEDERATION News REEL



SPEAKING QUARTET

Four of the leading speakers at the New England Sales Conference, left to right: Paul F. Clark, John Hancock Mutual Life Insurance Company, vice-pres., Boston Chamber of Commerce; John R. Davis, vice-pres., Ford Motor Co.; Channing H. Cox, pres., Boston Chamber; Paul F. Hoag, pres., Boston Sales Managers Club.

BEHIND THE SCENES

Some of the men responsible for the success of the Conference and Rally are, left to right: Leonard J. Raymond, Dickie-Raymond, Inc.; Dr. Harry Tosdal, Harvard Graduate School of Business; James H. Walsh, secretary, Boston Sales Managers Club; E. C. Johnson, pres., H. A. Johnson Company.



SALESMEN'S MEETING

More than 1600 St. Louis salesmen and sales executives in attendance at the first post-war Salesmen's Evening Meeting sponsored by the Sales Managers Bureau of the St. Louis Chamber of Commerce. Jack Lacy of the Lacy Institute, Boston, conducted the course.





SALES CLINIC

Above is part of the crowd of more than 350 who turned out for the First Annual Sales Clinic of the Davenport, Iowa, Sales Managers Bureau. At right, A. T. Danielson, president of the Federation and a featured speaker at the Clinic, confers with leading members of the Davenport group. From left to right: Thomas B. Clark, Mr. Danielson, E. E. Nicholson, chairman of the Davenport Bureau; Carl V. Hoecker and Charles S. Stock.





IDEA MEN

Five sales leaders who are playing an important part in preparation for the Eastern Regional "Million Dollar Ideas" Sales Conference, slated for April 24 and 25 at Rochester, N. Y. From left to right: Hal W. Johnston, N.F.S.E. Eastern Regional Director; Harold R. Russell, chairman, Finance Committee; Victor A. Noel, pres., Rochester Sales Executive Club; Howard A. Schumacher, vice-pres., Rochester Club, Merrell M. Dubois, general chairman, Regional Conference.



ON THE AIR

Prominent radio men from Station WSAY, Rochester, New York, stage a live broadcast of FEDERATION NEWSCAST at a recent meeting of the Rochester Sales Executive Club. Actual broadcasts of the Federation news summary are a regular and popular feature of Rochester meetings.

WASHINGTON LETTER

(Continued from page 3)

NEW BILLS TOUCH SALES

After a month, the new Congress is not perfectly organized. Committees are hard to form. Bills are being sent to the wrong ones, partly because those in charge have not gotten used to reorganization.

These are things that take time. Meanwhile, much of the following is of direct or indirect interest to sales executives:

Veterans: Several measures, backed by the various veterans' organizations, propose raised limits or none whatever on student-veteran earnings outside of school. They are being introduced by members of the Veterans' Affairs Committees. Some call for higher payments by the Government; some allow higher wage payments by employers.

Housing: Backed by the veterans' organizations, several bills propose a new RFC to lend to veterans—to go into business, to build, etc.

Census: Bills authorizing the business census have been introduced but work on them seems far off; committees are busy elsewhere.

Tariffs: House Ways and Means Committee will soon try to get through a resolution "recommending" postponement of tariff cutting. Bills have also been introduced to get rid of the reciprocal tariff act but most think that something less drastic can sufficiently thwart the drive for reciprocal trade.

Taxes: Those in command talk more about paying off Government debt than cutting rates. Leading Congressmen do not go along with theory that taxes should be high during booms and low during depressions. They want a balanced budget all the time. Forecasts of a depression would be as likely to lead to raised rates in order to keep budgetary balance as to cuts aimed at high purchasing power.

Railroad Rates: The old bill to allow railroads to work together in fixing rates is expected to pass—though veto, on advice of the Justice Department, is possible.

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PATENT RIGHTS

Possibility that patent licensees will have the same rights as everybody else to challenge the validity of patents is indicated in a dissenting opinion in MacGregor vs. Westinghouse Electric. The Supreme Court's full decision and the dissent are contained in the same pamphlet.

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MORE ACTION FOR FTC

Jurisdictional boundary between FTC and Justice is set forth in the President's budget message as follows:

"The Anti-Trust Division will concentrate its efforts on major violations of the anti-trust laws. The Federal Trade Commission will increase its effectiveness by operating on an industry-wide basis, rather than through the slower procedure of individual complaints. It will also sponsor a larger number of industry conferences designed to locate and eliminate unfair trade practices through cooperative action."

Meanwhile, the President wants Congress to give FTC a substantially increased appropriation to work out sales codes. These would be initiated by FTC and not by industry.

FTC has not given up its old technique—the individual cease-and-desist action, words notwithstanding. Its docket is full for a long time ahead.

Some of the Commission's lawyers think that the broad change will create curious situations. For instance, courts have often dismissed cases against manufacturers using trade names like "California" though made somewhere else. They held that no damage had been proved and that the case belonged to a public agency. Will FTC continue to accept complaints?

The FTC has appealed the adverse decision of the Circuit Court in the famous cement case involving basing points. Court saw no proof of conspiracy. As matters stand, basing points themselves are not illegal but charging of "phantom freight" is (Corn Products). The Supreme Court is expected to draw the line more clearly.

Annual report of the Commission, available at 25¢ from the Government Printing Office, contains a long list of sales practices which the Commission considers "unfair".

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BUSINESS CENSUS OUTLOOK

The bills for a census of business will be introduced by influential members in both houses. If they are then referred to the Commerce Committees, they will probably be enacted swiftly although that may depend on the amount of pressure put on the House and Senate leaders. Getting a sufficient appropriation will be the next hurdle. Members of the House Appropriations Committee are struggling to cut the budget. Their main idea is to get rid of the variegated services which the Government offers.

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RESERVE BOARD FINDINGS

In general, according to the Board's figures on monthly inventories, covering November, items whose stock-sales ratios are above average were also above average during the shortage days of last year. These include: blouses, skirts, etc.; aprons and house dresses; women's and childrens' gloves; furs; handkerchiefs; boys' clothing; furniture, beds, mattresses, springs; draperies and upholstery; lamps and shades; china and glassware; housewares; lace, trimmings, etc.; notions; toilet articles; jewelry and silverware; art needlework.

SPEECH OF MONTH

(Continued from page 5)

its relation to sales compensation? It means that instead of looking forward to prewar manufacturing costs and prices, you must expect that unit prices will at best stay at or near present levels. Although an increase in worker productivity is expected by many, it means that for some time to come the manufacturing side of industry will be busy recouping its lost ground. It means that top management is going to be looking to other areas for reduction in costs. The sales division won't escape.

We heard a great deal of this kind of talk during the depression of the thirties when such titles as "Does Distribution Cost Too Much" appeared. As we complete our transition to a buyers' market, you as sales executives must be prepared for a recurrence of the request for lower selling expense.

You Sales Executives, whether responsible for the sales program of a manufacturer, wholesaler, or retailer, should study your entire distribution program with the objective of devising more economical plans now, before sales problems become too pressing, and a bad profit performance forces you to do so. Because the compensation of the direct sales force is a major item in the distribution expense of many companies, the plan by which it is paid should be carefully reappraised to see if reduction in unit direct selling cost can be achieved on a sound basis. Even if reductions are impossible the same reappraisal should assure that the direct selling job is being done as economically as possible.

3. *Distortions In Salesmen's Incomes*

The war caused a number of distortions in sales compensation. In some instances these distortions have been to the high side, in others to the low.

I have in mind the experience of a company in the cosmetic field. Its salesmen were earning $15,000 to $25,000 pre-war. They were paid on a commisison plan which had no ceiling. The company's volume increased sharply under wartime demands. Individual incomes skyrocketed to the $25,000 to $40,000 range. During the time that the Salary Stabilization Unit was in operation some of these men made more than the sales executives and the president of the company. Moreover, they didn't need to work hard doing it. Customers were crying for additional allocations.

A textile manufacturer represents the converse of this picture. During the war this company was converted to items not in its peace time line. The government took its entire output. Salesmen were transferred to other work. Now the company is back in peace time production, but has had tremendous difficulties reconverting, with the results that (1) they are producing at only a fraction of capacity and (2) salesmen put back on the prewar salary and bonus plan with some moderate adjustment are making less than in good pre-war years.

Further distortions in salesmen's incomes stem from the 45 per cent increase in consumer prices since 1939 and the fact that unless there have been proportional increases in pay, the salesman is taking home less purchasing power than formerly.

These three things:

1. Changes in the business;
2. Desire for reduced sales cost; and
3. Distortions in salesmen's income

attest to the need to reappraise many sales compensation plans.

III. PROBLEMS OF REVISION

If your reappraisal of your sales compensation plan indicates need for revision, you face some difficult problems in making that revision. You always have a delicate problem when you are working on a plan which affects the take home pay of salesmen. Today you have to make this revision, you have to strive to reduce or hold your direct unit selling costs in line, in the face of three major factors tending in the opposite direction and threatening to defeat your objectives.

1. *Requirement For Increased Sales Effectiveness*

Many sales executives tell us that they have no problem in selling the present production of their factories. In 1937 or 1938, just a year or two prior to the war, however, many companies had problems of too much capacity. During the war new plants were built and the capacities of existing plants increased.

At some point in the future we will again be in a highly competitive market. We are now, in some commodities such as cigarettes. The New York truck strike and the temporary shortages it occasioned reminded us of the lines we stood in and the conniving we did to get cigarettes without standing in line just a year ago. There have been plenty of the better known brands available for the past several months. Sales and advertising pressure is being applied again to sell them.

The same transition will occur on other "hard to get", "easy to sell" items such as—nylon hose, white shirts, radio sets, refrigerators, suits, automobiles, copper, steel, and even building materials. All of these and others will be plentiful in varying periods of time. When we reach this point on item after item more salesmen will be required and each individual salesman and each retail outlet must sell a larger volume than pre-war to utilize our increased capacity.

There has been little real selling effort required of many salesmen for the past seven years. We know that much of the experienced sales personnel has grown soft. Men who have entered the field in many lines since 1939 have never known aggressive, competitive selling.

You men—as sales executives—have the job of inspiring this sales personnel and developing them into an effective selling team. Doing this when your salesmen in many instances have been paid well for doing little, motivates against revising a sales compensation plan so as to achieve lower unit direct selling costs.

2. *Requirement To Hold And Attract Sales Personnel*

There will be a scarcity of sales talent in the near future. During the war years young men didn't enter the selling field. Experienced salesmen were transferred to other work. Some of them liked it better.

Interest in sales work is at a low ebb. Salesmen and sales techniques have been off stage for several years. Engineers and production men have occupied the center of the stage during the war and first part of the reconversion period.

The net result of this is the creation of a problem in attracting new talent to the sales field. A recent survey among students at the School of Commerce of New York University revealed only one student interested in field or personal selling.

You sales executives have always had the problem of selecting men who can sell. Shortly you'll be fighting to hold the more capable men on your present force and to attract new ones.

Doing this requires a sales com-

pensation plan, attractive in terms of incentive. This requirement makes maintaining present or achieving lower direct selling costs difficult.

3. *Unionization*

I referred a few moments ago to the wave of unionization resulting from inequities in the handling of manufacturing workers. Unions now have the manufacturing side of business widely organized. They have made substantial progress in organizing office workers. They are beginning to organize sales and distribution personnel as well.

The unionization of salesmen has developed two clear-cut patterns to date.

The first of these is the selection of companies and industries where the unions are well established in other divisions of the company. An example of this is the alcoholic beverage industry. Distillery workers are well organized and salesmen's unions have gained substantial membership among liquor salesmen. In New York City many salesmen of both manufacturers and wholesale distributors are union men.

The second clear-cut pattern is the organization of salesmen most of whose customers are union members. An example of this is the unionization of industrial life insurance salesmen. The fact that they sell largely to union members has been utilized to facilitate unionization. This condition has been a factor in unionizing the driver-delivery type of salesmen also.

I recently refreshed my mind on union contracts. I'd like to read to you a few excerpts from one covering salesmen.

"The Employer does hereby recognize the Union as the sole labor organization representing the Employer's salesmen and recognizes and agrees to treat and negotiate with the Union as the sole and exclusive bargaining agency.

"The Employer agrees that it will employ as salesmen only members of the Union in good standing. The Union shall be the sole judge of the good standing of it members and any salesman who shall hereafter cease to be a member in good standing shall on notice to the Employer be discharged immediately.

"The Employer shall not hire any salesman who has left the employ of any other firm in the industry unless such salesman shall have first secured a Clearance Card from the Union.

"The Employer shall not discharge any salesman without just cause. In the event an Employer desires to discharge a salesman, the reasons for such discharge must be given in writing in duplicate, one to the salesman and one to the Union, at least two weeks prior to the proposed date of discharge. In the event that the employer and the Union within such two weeks agree in writing that justifiable cause exists for the discharge, the salesman may be discharged. In the event there shall be a dispute evidenced by writing between the Union and the Employer as to whether just cause for the dismissal of such salesman exists, the matter shall be submitted to arbitration.

"One arbitrator shall be selected by the Employer and one by the Union and the two arbitrators thus selected shall jointly agree upon a third. If such third arbitrator cannot be agreed upon, then application may be made to the Supreme Court of the State for the appointment of a third impartial arbitrator . . . Full costs of the arbitration proceedings shall be borne by the unsuccessful party to the arbitration.

"In all cases of promotion, recall, increase or decrease of the sales force, seniority rights of employees shall govern.

"The minimum wage for all salesmen that come under the scope of this agreement shall be no less than $—— per month. However, those salesmen now employed who are receiving more than the said minimum shall continue to receive such amount without diminution.

"All salesmen who shall have been in the employ of the Employer for a period in excess of one year shall be entitled to two weeks' vacation with full pay.

"The Employer agrees to accept the Union dues from his salesmen and transmit same to the Union on or before the 7th day of each month.

"The Employer further agrees that it will confine itself solely to the sale and distribution of its products through the usual trade distribution channels and will not sell in any manner that will be injurious to the interests of the members of this Union."

How do you men—as sales executives—feel about operating under such a plan? Yet these provisions are mild compared to some of the complications faced by unionized factories.

There is still a frequent tendency in the face of this positive trend to reason, "It won't happen to me." Most of you have four reasons to think this.

(1) *The salesman is your representative in the field; certainly he won't organize against you.*

In many cases this is true but let's not forget that the foreman is management's representative in the shop. Yet we all know of the progress unions are making with this group. Just let your imagination dwell for a moment on the situation you'd be in if your salesmen organized and then struck and got in between you and your customers. They are ingenious, creative fellows. Think what they could do if they turned these qualities against you.

(2) *Your salesmen are scattered.*

A recent N.L.R.B. decision allowed a union to hold an election among the 28 salesmen of one company's New York District. If the Board follows this precedent of accepting a single district as a bargaining unit, a national sales force could be organized by districts. Just think of the condition you'd have if your sales force were part union and part non-union.

(3) *Salesmen are characteristically individualists.*

This is true. If they were not they probably would not be salesmen. Nevertheless, salesmen are not exempt from the appeal of collective action. Salesmen have been reading the same articles on the results of the union's fight for higher wages and better working conditions that others have read.

Your salesmen come from background similar to those of other workers. Many of them have served side by side with union men in the armed forces. They have heard the union story. They will remain unorganized individualists only so long as they can deal individually on an equitable basis.

(4) *Salesmen are generally well paid.*

This is the strongest of the four by far. Low pay or inequities in compensation are the conditions which provide unions with the best opening wedge. Union grievances are prolific on the subject of pay.

The way that you, as a sales executive, can best meet this trend toward unionization is to be sure that

you are paying your salesmen adequately and equitably.

I should not want the remarks that I have made in the last few moments to leave the impression that we are opposed to unionism as such. Quite the contrary, we feel that unionism has done much to correct inequities. You can live and operate satisfactorily with a union. Nevertheless, it is obvious that doing so gives you as a sales executive a new set of problems to deal with. A union on the sales side of your business costs you money and costs your salesmen money. If your men organize you're going to give them an equitable deal. We urge that you save yourself the extra costs involved in union dealing by removing any inequities which might lead to unionization.

These three things, (1) the requirement of increased sales effectiveness, (2) the requirement to hold and attract sales personnel and (3) the trend towards unionization, place a most difficult requirement on you as you revise your plan of sales compensation. On the one hand there is the need to change this vital tool of sales management to bring it in line with changes in the business, to remove war-caused distortions in income and to reduce unit direct selling costs. On the other hand there are the foregoing three problems of revision.

These factors require that the job of revising your sales compensation plan be undertaken with care, thoughtfulness, skill and foresight.

IV. SUGGESTIONS ON REVISION

I should be remiss if after covering all of the foregoing I did not makes some suggestions to aid you as you go about the task of reappraising and possibly revising your sales compensation plan. It is not my intention here to recommend any specific plan nor to discuss the relative merits of various plans. Each situation requires a plan tailored to its specific needs. Here are, however, a series of steps to be followed:

1. ***Define The Salesman's Job.***

To do this you must—

Define your sales objectives—
- by product lines
- by time periods
- by sub-lines
- by market areas

Plan sales program.

Formulate sales policies.

Lay out sales territories.

Establish sales quotas.

Set up the selling expense budget.

Plan advertising and sales promotion.

Upon the basis of these seven, define just what it is that you want the individual salesman to do in his territory.

2. ***Appraise Your Plan Against These Four Tests of Soundness***

(1) Does the compensation plan stimulate the salesmen to do the defined job?

(2) Will the plan, applied to each territory, give the salesman fair and adequate take-home pay?

(3) Is the plan equitable for the sales force as a whole and as between salesmen?

(4) Is it economical? Can you reduce direct unit selling costs, or at least hold them in line, by using it? Can you afford at various volume levels the expense it entails?

3. **If Your Answer to Each of These Questions Is "Yes", Let the Plan Alone. Don't Touch It.**

4. **If Your Answer to One or More of Them Is "No", You Have the Task of So Revising the Plan That You Can Answer Each of These Questions Affirmatively.**

I have indicated the difficulties in such a revision. The task is not without its bright side, however. You have several **elements of compensation** to utilize.

(1) Base compensation
- salary
- drawing account

(2) Incentive compensation
- commission
- bonus
- profit sharing
- prizes

(3) Expense account

(4) Plus factors
- vacations
- personal benefits
- retirement program
- honors and recognition

The task is to utilize the proper element or combination of elements to meet your special situation. To do this successfully you must bring to the problem these **seven requisites of successful revision.**

(1) Time—adequate to study the problem.

(2) Experience — gained from working on similar problems.

(3) Adequate data — accounting, statistical and personnel.

(4) Objectivity—consideration of the problem on its own merits.

(5) Analytical ability.

(6) Judgment

(7) Thoughtfulness — for the people involved.

I have the following ten additional suggestions for you.

1. ***Get Your Salesmen's Ideas.***

A substantial proportion of their grievances involve compensation. Ascertain what they want out of a sales job and would like in a compensation plan. The practice too often followed by sales executives of saying, "Here is the plan, let's get going on it", is just the thing that torpedoes salesman morale and turns him toward unionism.

2. ***Tie your plan into the general compensation structure of your company.***

Much progress has been made in the last five years in the field of job evaluation and wage administration. Take advantage of it.

Such factors as (1) working conditions and associated inconveniences; (2) responsibility for planning, contact and independent action; (3) imagination and creative ability; and (4) knowledge, used in evaluating jobs in other parts of a company can be used in establishing the relative value of the salesman's position as compared to other positions.

3. ***Keep an eye on general compensation trends.***

Gains in overall compensation, and trends away from piece work and toward security in industry generally, will indicate to the wise sales executive the trends that should be represented in his new plan. Failure to give salesmen gains comparable to those of wage workers is an open invitation to trouble.

4. ***Keep the plan as simple as possible.***

5. ***Pretest it thoroughly.***

Against past performance.

Against future objectives.

By checking with selected members of your sales force.

By pilot test in some district if feasible.

6. ***Have a ceiling on it.***

Not to prevent high earnings, but to avoid windfalls.

7. If you have had distortions in your compensation plan, especially on the high side, you'll not cure them without serious difficulty and possible loss of personnel. Your objective is to minimize this as much as possible.

(Turn to next page, please)

FEDERATION NEWS

Published by
The National Federation of
Sales Executives
334 Paul Brown Bldg., St. Louis, Mo.

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Cyril C. Nigg—*President, Bell Brand Foods, Ltd., Los Angeles, California.*
Mitchell Heinemann—*Vice-President, Jantzen Knitting Mills, Portland, Oregon.*

SPEECH OF MONTH

(Continued from page 11)

8. *Make use of the Plus Factors of Compensation.*

Vacations, Transportation, Expense Allowances, Personnel Benefits, Retirement Program, Honors and Recognitions. They cost you relatively little and mean much to the men.

9. Remember that sales compensation is only one of 14 tools of sales management. It is not a substitute for management. Present trends place an increased requirement on the sales executive to sharpen up the other tools of sales management, to be close to his men, to put them on his ball team and to see that intermediate levels of supervision are trained and inspired to do likewise.

10. Provide for administration of the plan and for its flexibility to future conditions.

* * *

We have now our **four key points** covered.

In closing, here is an answer to the question, "How much should you pay your salesmen?"

You should pay the amount of total compensation required to secure and hold the grade of sales talent you need. Within that total, the sales compensation plan you establish determines the way in which you pay it to get the salesman to do what you want him to do when you want him to do it.

CAREER COMMITTEE

(Continued from page 1)

course outlines.

No. 1 in a series of actual course outlines is "Fundamentals of Salesmenship", an introductory course in basic salesmenship for veterans and others desiring to enter the sales field for the first time.

The other two courses, "Applied Salesmenship" and "Applied Salesmenship for Wholesale Salesmen" are designed for experienced salesmen who wish to increase their efficiency and Sales ability.

CREED OF STANDARDS

(Continued from page 1)

proposed creed and to urge that their members subscribe fully to the principles set forth in it. Subsequently, it is planned to broaden the scope of the plan to include industry-wide acceptance of the creed.

The Salesmen's Standards Committee which drafted the new creed is composed of representatives of all clubs affiliated with the Federation.

CONVENTION

(Continued from page 1)

Facing the realization that American business will continue to stand at the threshold of many far-reaching changes, "Sales Management in Action" has been selected as the general theme of the convention, and sessions will be dedicated to the four-fold objective of:

1. Increasing the efficiency of Sales Direction and Salesmanship by properly adjusting business sights to the challenging years ahead.
2. Successfully meeting quickly changing selling and distributing conditions in our economy by a sound interpretation of what tomorrow's markets will demand in view of the situation both at home and abroad.
3. Sharing with sales executives the experiences of national business leaders so that those privileged to attend will return home better equipped from the responsibility of business leadership in their own communities.
4. Perpetuating the American system of free, competitive enterprise, only under which can Sales Management and Salesmanship prevail.

The convention, according to Christie, will be ushered in with meetings of the Board of Directors on Sunday, June 1. The Secretaries council will meet on Monday morning for the discussion of interclub and Federation matters, and at 2 p. m., on Monday, June 2, the convention will be formally opened with A. T. Danielson, president of the Federation presiding.

Governor Earl Warren of California will formally welcome the delegates, after which will come addresses by internationally known speakers from business, government, academic and military fields. Highlights of the session will be a cocktail party to be staged by the Los Angeles Sales Executives' Club, a huge barbecue, and the annual dinner to be held on June 4.

In an effort to assure maximum attendance at the meeting, an extensive attendance committee composed of representatives of all affiliated clubs has been set up. Hugo Bedau, of Hugo Bedau and Associates, Los Angeles, is chairman of the committee and vice-chairmen are: John Black, Dixie Drive It Yourself System, Birmingham, Alabama; J. P. Bowlin, the J. P. Bowlin Company, Fort Worth, Texas; Frank P. Connolly, Valentine and Company, New York; G. J. Ticoulat, Crown Willamette Paper Company, San Francisco, California, and Bernard Harris, Utilities Appliance Company, Los Angeles, California.

FEDERATION News

Published Monthly by the National Federation of Sales Executives.

Issue 34 | 334 Paul Brown Bldg., St. Louis, Missouri | March, 1947

ANNUAL CONVENTION EXPECTED TO DRAW RECORD CROWD OF OVER 1200

THREE REGIONAL CONFERENCES ON SELLING PLANNED

THREE outstanding sales conferences are being planned for this Spring by sales executives clubs affiliated with the National Federation.

The 16th Annual Southwestern Sales Conference is slated for April 18 and 19 at Ft. Worth, Texas, the "Million Dollar Ideas" Eastern Regional Conference will be held at Rochester, N. Y., on April 24 and 25, and the Second Pacific Northwest Marketing Conference will meet in Seattle, Wash., on May 1, 2 and 3.

Acting as host for the Southwestern Conference will be the Ft. Worth Sales Executives Club, in cooperation with other clubs in the Southwestern region.

Among the top-ranking speakers who will address the Southwestern conclave are A. T. Danielson, president of the Federation, and Frank

(Turn to next page, please)

Plans Underway to Make Federation Conclave Greatest in Selling History

WITH indications pointing to a record-breaking attendance of more than 1200, plans are now underway to make the Second Annual Distribution Congress and the Twelfth Annual Convention of the National Federation of Sales Executives, at Los Angeles, on June 2 to 4, inclusive, one of the greatest conclaves in the history of sales management, John R. Christie, general chairman, has announced.



JOHN R. CHRISTIE,
General Convention Chairman.

Having as its theme "Sales Management in Action," the convention will feature an outstanding array of top-ranking speakers from the fields of government, the military and business, and a program of special events that will exceed anything of its kind ever before attempted, Christie said.

"It will be the largest, most practical and stimulating event ever undertaken by organized sales management," Christie declared. "Every effort is being made to make the sessions of the convention interesting and worth-while—to provide every sales executive with the most practical, factual selling methods in use today—and at the same time to look after their extra-curricular interests as well."

The convention will get underway on Monday, June 2, with meetings of officials of various Sales Executives Clubs affiliated with the Federation and will move with increasing momentum to its climax—the annual dinner of the Federation to be held on Wednesday, June 4.

Sessions of the convention, Christie said, will be held in Los Angeles' famous Biltmore Hotel. Highlights of the meeting, in addition to the speaking program, will be the annual election of officers and directors of the Federation,

(Turn to next page, please)

Federation Plans National Campaign to Encourage Adoption of Creed of Standards

AN aggressive nation-wide campaign to encourage acceptance of the Creed of Standards, recently formulated by the Employment Standards for Salesmen Committee of the National Federation of Sales Executives as a guide to better relations between salesmen and management, will be launched in the near future, according to Paul Heyneman, of San Francisco, chairman of the Committee.

Asserting that unless business accepts the creed and gives practical effort to the 14 principles set forth in it, the two years of committee effort that were required to develop the creed would be "meaningless," Chairman Heyneman outlined a two-way promotional plan for accomplishing that objective.

The first step, he said, will be directed toward encouraging official

(Turn to next page, please)

Attend the Annual Convention, June 2, 3, 4

Convention Speakers



LEO CHERNE
Executive Secretary, Research Institute of America.

ARTHUR H. MOTLEY
Publisher, Parade Magazine.

BURTON BIGELOW
Pres., Burton Bigelow Associates.

DON FRANCISCO
Vice-Pres., J. Walter Thompson Co.

NEIL PETREE
Pres., Barker Bros., Los Angeles.

WILLIAM E. HOLLER
Former Sales Chief, Chevrolet Motor Co.

CONVENTION

(Continued from page 1)

presentation of reports on the past activities of the Federation and plans for the future, and a giant barbecue and cocktail party staged by the Los Angeles Sales Executives' Club. Special programs have also been arranged for the ladies.

Top Speakers Accept

Howard S. McKay, program chairman of the convention, has announced that eight top-flight executives have accepted invitations to speak at the convention. They include Leo M. Cherne, executive secretary of the Research Institute of America, Inc.; William E. Holler, author of "Step Out and Sell," America's number one salesman and former vice-president in charge of sales of Chevrolet Motor Company; Neil Petree, president of Barker Brothers of Los Angeles, the nation's largest home furnishings store; Don Francisco, vice-president of J. Walter Thompson Company, one of the country's largest advertising agencies; Arthur H. "Red" Motley, president of Parade Publications, Inc.; Burton Bigelow, president of Burton Bigelow Organization of New York, one of the nation's foremost management consultants; and a representative of the Incorporated Sales Managers' Association of Great Britain, England's counterpart of the National Federation of Sales Executives.

The barbecue is to be held on Tuesday night, June 3, on the Adohr Farm in the San Fernando Valley. A large outdoor stage is being erected and an almost continuous program of entertainment will be presented during the barbecue. Leo Carillo, motion picture star, will be master of ceremonies on the program, which is being arranged by a special committee headed by Tony Whan.

Mrs. William B. Massie is chairman of the women's program of the convention. Visits to Earl Carroll's and nation-wide broadcasts will highlight the ladies' program.

Hotel arrangements for the convention are under the direction of a committee headed by Hugh Baumberger, Southern California Associated Newspapers, who is working in co-operation with the Los Angeles Housing Bureau. All requests for room reservations will clear through this committee.

A committee chairmanned by Thomas C. Keedy of the Southern Pacific Railroad will handle all transportation arrangements. Plans have been made for special railroad cars and airplanes to and from Los Angeles and the committee is also making full arrangements for local transportation in the Los Angeles area during the convention.

CONFERENCES

(Continued from page 1)

W. Lovejoy, president of the Sales Executives Club of New York.

Keynote of the Southwestern Conference will be "Meeting the Buyer's Market Today." Conference sessions will be "Building a Sales Organization Today," "Merchandising Today" and "Advertising in Its Relation to Merchandising."

A million dollars worth of sound and practical sales ideas are promised at the "Million Dollar Ideas" Eastern Regional Sales Conference. Sponsoring the two-day event will be the Sales Executives Club of Rochester and other affiliated organizations in Federation's eastern region.

The Rochester Conference will be built around the "Five Big 'G's' of Selling: the Guess, the Goal, the Guys, the Glitter and the Gravy."

A. T. Danielson, N.F.S.E. president, will also be among the group of noted sales speakers at the Pacific Northwest Marketing Conference. Sponsored by affiliated clubs in the Northwest region, led by the Sales Executives Club of Seattle, Wash., the Pacific Conference is billed as a "Regional Forum for Marketing Problems."

CREED OF STANDARDS

(Continued from page 1)

approval by all affiliated sales executives' clubs and its adoption by individual club and Federation members. The second step contemplates industry-wide approval of the creed with members of the Committee in each local club spearheading the effort.

The Committee's plans, Chairman Heyneman added, also contemplate the preparation of a resolution which can be used to announce the record club action and the preparation of the creed in attractive form to be presented to individual club members and others who use it in their business.

The first Federation-affiliated club formally to approve the creed was the Utah Sales Managers' Association. That organization formally adopted the creed at its last meeting. It is hoped that other clubs will follow the example of the Utah organization and speedily approve the creed without waiting for the initiation of the drive to accomplish that result.

Washington LETTER



Prepared for National Federation of Sales Executives by Business News Service

ON-THE-JOB TRAINING

Total pay allowed to veterans taking on-the-job training courses almost certainly will be increased. The House Veterans Committee proposed allowing total monthly earnings of $250 for single veterans, $320 for those with one dependent and $350 for those with two or more dependents.

The experts point out that veterans taking sales training courses, if the legislation passes, will be able to increase their earnings.

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CENSUS PROSPECTS

Prospects in Congress for a census are not too good. Even if, as is likely, the distribution census is authorized, the Bureau will have to put up a hard fight to finance itself.

Point of view of those in command is that money should be appropriated only for absolute essentials, not for projects that are merely desirable.

The Manufacturers' Census, taking of which is part of the law now, has not been making much headway before the Appropriations Committee.

Bills for the Distribution Census have been introduced and referred to the Civil Service Committees of both houses. The Senate Committee, headed by Langer, is awaiting a report of the Bureau, after which it will open hearings.

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SALES ON CREDIT

Regulation W, limiting instalment sales, will stay put for the time being. Banking Committee Chairman Wolcott had intended to introduce a bill wiping out Reserve Board rule over time sales, but has not done so.

Meanwhile, Reserve Board Chairman Eccles told the Committee that the future of regulation is in its hands — listing among possibilities both wiping it out and granting the Board permanent instead of war-time power.

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SECONDARY BOYCOTTS

Chief effect on distribution of the revised labor law will probably be the elimination, in part or entirety, of secondary boycotts. Boycotts most likely to be condemned are those which allegedly entail collusion between union leaders and manufacturing groups. Before the Senate Labor Committee, for instance, charges were aired that union rules close the rich New York and other markets to many manufacturers of lighting fixtures, batteries of various types, radio equipment, electric signs, etc. Similar charges were made with respect to the building trades.

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FARM MARKETING BILL

A bill, H. R. 452, to allow regional marketing agreements for all agricultural commodities is before the House again. It is supported by the Department and by major farm groups. The bill passed the House last year.

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FTC RETAIL CASE

Current charges by FTC against a group of furniture retail associations may set Commission policy on manufacturing, retailing and card sales to employees of big companies, more finely. The furniture retailers are charged, in substance, with boycotting manufacturers who strayed from practice favored by the retailers. Defense is that FTC itself has handed down similar sales rules.

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SHIPPING COSTS

Although the Chicago District Court decided against FTC's allegation of restraint by the cement industry, Commission has just brought a somewhat similar case against the sewer pipe industry. Meanwhile, the cement case has been appealed to the Supreme Court.

The main point is this: Commission has won a clear cut victory which outlaws a pricing system that makes the customer pay more freight than the actual shipping cost. It got licked, however, in trying equally to outlaw company absorption of freight

RECAST SALES CODE

After members of the household dye industry sat with the FCC industry, going over a sales code prepared by the Commission, the majors in the business sat down together and made their own revisions. This was to be placed before the industry at a new hearing, with prospects that it would be adopted.

Chief changes applied to allowable uses of promotional slogans now in use. Here, the revisions were mainly in the direction of lucidity rather than to add or subtract from FCC prohibitions. Sections of the code covering general prohibitions under the FCC Act and the Clayton Act were let alone.

costs. Commission's aim, briefly, is to put all pricing on an F.O.B. suppliers' plant basis. This case, like others lodged against whole industries, rests on two counts: 1) alleged conspiracy among companies which violates the FCC Act and 2) alleged discriminatory pricing through manipulation of freight charges.

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MERGERS

Justice Department invites companies planning mergers or acquisitions to consult the Department first. It then promises to "advise whether litigation will be instituted in the event such transactions are completed."

Advice by the Department won't, however, offer a complete guarantee against prosecution under the Sherman Act.

With respect to Clayton Act prosecution of mergers, a bill is in the legislative works:

1. To prohibit purchases of assets which lessen competition substantially.

2. To let FTC hear the proposals in advance, giving favored mergers clean bills of health.

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NEW DATA READY

Department's monthly "Industry Survey," dated February 25, covering manufacturers' sales, new orders and inventories, contains a special feature. This is a pair of charts relating average annual inventories to average annual sales, 1929-1946, for durable and non-durable goods industries. To get it, write Bureau of Foreign and Domestic Commerce asking for the February 25 "Industry Survey," mentioning NFSE and BNS.

Bureau of the Census has published some special figures for particular industries, e.g., "Canned Fruits and Vegetables, Production Stocks and Shipments" and "Trends in the Grocery Trade," bringing together sales, inventory and other figures for wholesalers, all retailers and chains separately. To get them, write the Bureau, mentioning NFSE and BNS.

Census Bureau has published some estimates of the marital status of persons aged more than 14, classified by age and sex. Write the Bureau for "Marital Status of the Civilian Population and of heads of families: June, 1946, Series P-S, No. 16", mentioning NFSE and BNS. Another interesting study is a preliminary sheet, "Postwar migration and its causes in the U. S., August, 1943, to October, 1946, Series P. S., No. 17."

Bureau, finally, is getting out a series on the labor force in major cities such as Chicago, Boston, etc. Figures compare some relatively current month with March, 1940. Included are estimates of major occupations, i.e., professional, proprietors, clerical, craftsmen, domestic service, etc. Figures also estimate how much employment various industries furnish: Construction, manufacturing, transport, distribution, service, etc. Both breakdowns include comparisons with 1940.

Write the Bureau requesting figures for the city you are interested in. Bureau will tell you whether they have been collected. Refer to "Series P-LF."

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PATENT OFFICE EXPANSION

Notwithstanding the reluctance of Congress to make new appropriations, Patent Office hopes to expand the staff which will administer the Lanham Trade Mark Act, effective July 1. The work will be handled by a new Office of the "Executive Examiner for Trade Mark Operations," headed by John Merchant.

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HOUSING EXPERIMENTS

The chief Government work in the housing field is no longer control but experimentation with new materials. The major agencies, including Bureau of Standards, are working with large producing companies. As new products are ready for the market, Government will do what it can to get revisions of local building codes. The uniform building code, sponsored by Department of Commerce, is the vehicle for this. Big point about the code is that it gauges materials by standard, instead of specifying particular products.

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RADIO OUTLOOK

Federal Communications Commission has been multiplying the number of standard broadcasting stations as post-war applications poured in. Effects: Interference on standard sets and thinner spreading of local advertising budgets.

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RETAIL LABOR

NLRB has granted some recent decisions to Department Store Employees Union, AFL, which is trying to organize the larger retail establishments in several cities. Prospective changes in labor law probably won't affect this drive. Wagner Act covers industry which "affects" interstate commerce, and is usually applied to retailing. Changes in this respect have not been proposed in the hearings before Congress.

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SURPLUS SALES

War Assets Administration is gradually switching from its program of tailoring sales to small business, i.e., fixed prices, small lots, etc. In order to cut its sales costs, it does more and more business on sealed bids or by negotiation, offering large amounts. It does not, however, offer direct quantity discounts.

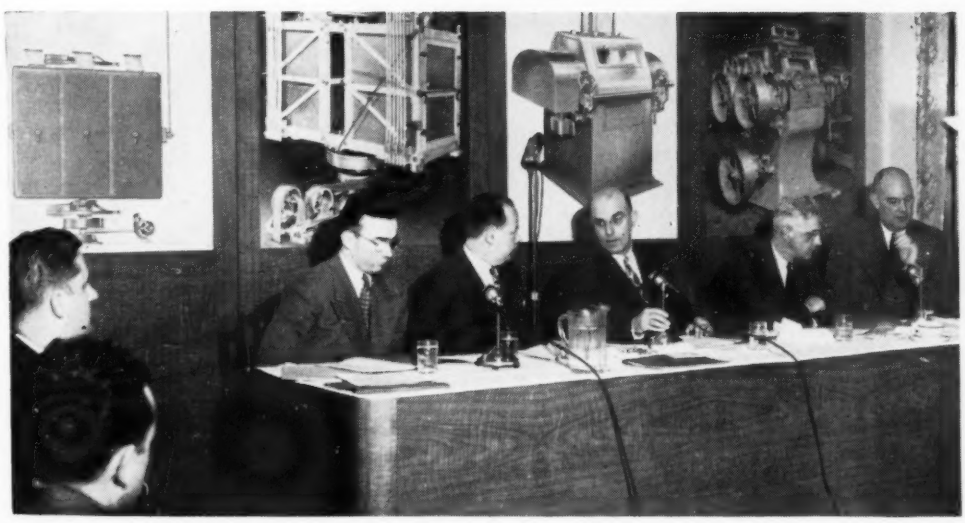
FEDERATION News

REEL



BOARD OF STRATEGY

"We've planned plenty of 'Red Meat' for these sales executives," says John R. Christie, general convention chairman, to Mrs. William B. Massie, head of the Ladies' Committee and A. T. Danielson, N. F. S. E. president, at a plans session for the forthcoming Second Annual Distribution Congress and Twelfth Annual Convention of the National Federation of Sales Executives.



ROUND TABLE

Practical case histories in sales problems of actual companies are covered in this new type of round table currently being staged by the Sales Managers Association of Milwaukee. "Stepping Up Sales For a Lagging Division" was the title of this discussion, featuring officials of the Allis-Chalmers Company. From left to right, participants are: Jerry Fitzsimmons, Commercial Research; Art Tofte, Advertising and Sales Promotion; Herb Swan, Milling and Extraction Division; Norman Thompson, Assistant Secretary; J. L. Singleton, District Office Sales.

NEW OFFICERS

Newly elected officers of the Sales Managers Association of Milwaukee confer with George A. Marklin, the Federation's managing director, at recent installation ceremonies in that city. From left to right: Harry G. Hoffman, president of the Milwaukee club; Math T. Lauer, vice-president; Earl G. Van Holten, treasurer; Mr. Marklin.



CONFERENCE CHIEFS CONFER

Shown discussing plans for the mammoth Southwestern Sales Conference to be held in Ft. Worth on April 18 and 19 are Joe P. Bowlin, president of the Ft. Worth Sales Executives Club and Convention Program Chairman, and C. W. Wofford, past president of the Ft. Worth club and General Conference Chairman.



Speech of the Month

"ARE WE SUCKERS FOR SHORT CUTS?"

Excerpts from an address by GENARO A. FLOREZ, President of Florez, Incorporated, Detroit Sales Training and Promotion Specialists, before the Detroit Sales Executives Club.

WE'RE all too familiar with what's happened in American industry as a result of not taking action along the labor front. Faced with a management policy of "do nothing," the unions moved in with vigor and force. The strikes, bickerings and misunderstandings which followed are a matter of record.

Today we are headed toward a similar reaction on the sales front, for sales organizations are one of the few virgin fields left open to union expansion. At the present time, too many sales executives are following the same "do nothing" policy—of waiting and wondering what is going to happen.

Sure—we are still to some extent in a seller's market. We still have more demand than we have supply. But the American salesman is concerned with what's going to happen to him when the market shifts and when selling will again be competitive. What is going to happen to him?

Unless many things are done to give the American salesman the help, training, guidance, and promotional assistance he deserves, he will become the "forgotten man" of this era. If he cannot look to management for support, he will look to a union.

It is now apparent that many sales executives are going to wait until supply has caught up with demand, before taking any action. With time running short, the only possibility will be to attempt to take short cuts. Then as in the past, these short cuts will probably become as popular as they will be disastrous. These short cuts lead directly to sales failure.

SHORT CUT No. 1
MYTHICAL HOME OFFICE MANAGEMENT

Look through the pages of any standard register of American executive personnel, and you will find very few corporations listing a Sales Training Director. A few will list a separate Sales Promotion Manager. Most will list a combination Advertising and Sales Promotion Manager who may also be responsible for training the sales force.

The formula is simple—three for the price of one. But a conflict of opposites is inherent in such an arrangement. We are talking about three different and distinct jobs.

The Advertising Manager's job is to **create the urge to buy.** His appeal is direct to the consumer, through the use of media designed to create consumer acceptance of a product. The Sales Training Director should be responsible for creating the "know how" that makes sales. His work is directly with the sales force.

The Sales Promotion Manager's job is to **create the urge to sell,** and equip the trained salesman with tools that will assure his success.

Any similarity between these three jobs is purely superficial; yet, it is because of this superficial similarity that many a man is charged with handling all three jobs. If you want to guarantee sales failure for your organization, continue the simple practice of trying to get three jobs done for the price of one.

SHORT CUT No. 2
THE PHANTOM SALES FORCE

Vitamin pills are not substitutes for a well-balanced diet, but supplements which make up dietary deficiencies or improve upon a well-balanced meal. Similarly, training and promotion media such as films, booklets, charts, and manuals are not substitutes for trained manpower, but excellent tools to assist in the creation of a well-trained field organization.

To rely on the field man, or your field organization, or on the jobber salesman for the actual training of retail dealer's personnel, or even for the promotion of your goods and services, constitutes a short cut that pays off only in reduced sales volume and profit.

SHORT CUT No. 3
NO JOB DESCRIPTION

Before you can train a dog to do tricks, you had better know what tricks you want him to learn. Before you can teach a salesman to sell, you had better know in detail what you expect him to do. Working up a detailed job description is not only indispensable for the preparation of a proper training program, but contains the clues to proper selection and compensation of the salesmen involved. Doing this is hard work—that's why the short-cut of "no job description" is so often followed—to ultimate failure.

SHORT CUT No. 4
UNSCIENTIFIC SELECTION

So long as retail sales managers consider themselves capable of picking men on an intuitive basis, just that long will sales turnover continue to be one of the greatest expense items chargeable directly to the sales department. There are weighted application forms, selection tests, planned interviews and other devices, which, when added together, will enable a sales man-

ager to check his own selection ability and thus reduce the possibility of expensive errors.

SHORT CUT No. 5
HAPHAZARD COMPENSATION

Surveys recently made in American colleges indicate that the "profession" of salesmanship is near the bottom of all occupational preference lists. This is because young men believe that salesmanship lacks the financial security common to other professions. There was a time when there were more people than there were jobs. During such periods of depression, it was possible to hire salesmen on almost any basis, simply because men needed jobs.

Those days are gone. Today, few men can be attracted to sales jobs unless they are assured a certain degree of security and incentive comparable with other business positions. Giving your salesmen security means not only compensation but training that will enable them to make good.

SHORT CUT No. 6
NON-EXISTENT RETAIL SALES MANAGEMENT

A factory or distributor field force can do a competent job of training personnel—**up to a point.** But the polishing off of general training has to be done at the point of action. Then, after training, the salesman must be kept inspired, must be checked, corrected, helped, improved. No one can do that job except a retail sales manager.

SHORT CUT No. 7
PIECEMEAL PROGRAMING

In considering a training and promotion program, too many sales executives are guided by pieces, prejudices and price. Either some medium peddler sells him on the idea that his particular item is panacea and then attempts to build a program around it, or he permits his own personal prejudice for or against a medium to sway his program judgment, or he places price, in the abstract, ahead of results.

SHORT CUT No. 8
RELY ON YOUR PAST EXPERIENCE

Do that and no matter how good you may think you are, you are almost certain to doom your program to failure. You expect your advertising department or agency to pre-test a program before launching it on a national basis. Why not do the same thing with a training and promotion program? And then go further. After you know the program is right, let's remember that you have to sell it to your field organization and that they in turn must sell it all the way down the line. Short cut this process, and many a good training program will fail to produce the desired results.



PRACTICAL INFORMATION on salesmanship courses is contained in these four outstanding booklets, prepared by the Federation's Selling As a Career Committee, headed by Harrison Matthews of Los Angeles. Designed to serve as a basis for selling courses sponsored by affiliated clubs, the booklets are being sent to all club Selling As a Career Committees. A limited supply of extra copies is available at Federation headquarters for club officials.

SHORT CUT No. 9
ONCE OVER LIGHT IS ENOUGH

Most experienced sales executives recognize the fact that training is not a single-shot proposition, but a continuous requirement. There are always product changes, changes in procedure, improved methods and special conditions, which modify any program no matter how comprehensively it has been laid out and regardless of the foresight that may have gone into it. Good training and promotion, therefore, is never finished. Instead, it becomes increasingly intensive and increasingly selective, thus strengthening the original plan.

SHORT CUT No. 10
DON'T HURRY UNTIL YOU KNOW IT'S TOO LATE

You will find that many an otherwise competent sales executive is postponing the development of a training or promotion planning program until — well, until selling has become competitive, until his product is becoming stocked up or even flushing back through the distributing chain.

Here, then, are ten guaranteed ways to achieve sales failure. When, as, and if American sales managers recognize their responsibilities to the men in the field, then and only then will:

1. Salesmanship as a profession achieve the place and vocational preference which is so highly deserves.
2. The cost of distribution match our excellence in low-cost production.
3. Maximum employment be created through mass distribution.

FEDERATION NEWS

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The National Federation of Sales Executives
334 Paul Brown Bldg., St. Louis, Missouri

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I. C. Parker, 2nd Vice-President—*President Pangburn Candy Company, Fort Worth, Texas.*
John W. Evans, Treasurer—*Manager, Kee Lox Manufacturing Company, Cincinnati, Ohio.*
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George S. Jones, Jr., Director—*Vice-President, Servel, Incorporated, Evansville, Indiana.*
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Dwight D. Thomas—*Executive Vice-President, Gulf Brewing Company, Houston, Texas.*
Cyril C. Nigg—*President, Bell Brand Foods, Ltd., Los Angeles, California.*
Mitchell Heinemann—*Vice-President, Jantzen Knitting Mills, Portland, Oregon.*

Two Newly-Organized Clubs Join Federation On Full Executive Basis

The Sales Executives Club of Wilmington, Delaware and the Sales Research Club of Toronto, Canada are the latest additions to the growing list of clubs affiliated with the National Federation of Sales Executives on the full executive basis.

Organized only recently, both clubs promptly applied for charters in the Federation. They are the 48th and 49th sales executives organizations to affiliate with the Federation on the executive basis.

Gene Flack Writes Article on Selling For Pic Magazine

Gene Flack, director of Advertising and Trade Relations Counsel, Sunshine Biscuits, Inc., the Federation's First Vice-President, is the author of an outstanding and widely-discussed article on Selling, which appears in the February issue of "Pic", the national men's magazine.

Holding the featured, lead-off position in the magazine, Flack's article is entitled "Selling Is The World's Best-Paying Hard Work."

CHAMPIONS OF SELLING

It seems that the Federation has two ardent champions of selling in Congress, rather than one as was recently reported in FEDERATION NEWS.

At that time, it was stated that Congressman Edward A. Mitchell, member of both the Federation and the Evansville, Indiana, Sales Executives Club, was the first Federation member to be elected to the National Legislature.

A more careful check has revealed that Senator Homer E. Capehart was a member of the Indianapolis Sales Executives Club at the time of his election.

CORRECTION

Through an unfortunate oversight, the Sales Executives Club of San Diego, California, was omitted from the last Honor Roll list published in FEDERATION NEWS. The San Diego club has supported the Federation on the full, 100 per cent executive basis since its organization.

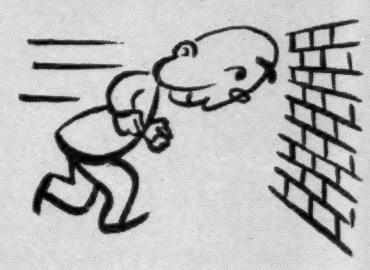
Forms for A. M. A. Annual Marketing Awards Available

Application forms for the Annual Awards of the American Marketing Association are available at Federation Headquarters and may be had for the asking.

Each year, the American Marketing Association, a national organization dedicated to the advancement of science in marketing, makes an annual award for leadership in marketing and several citations for meritorious service in the field of marketing.

To qualify for the awards, an individual must have made a specific contribution to the advancement of the science of marketing. Any person engaged in marketing activities in the United States is eligible, regardless of age, sex, race, creed, education or prior professional attainment.

SALES MANAGERS



STOP CHARGING BRICK WALLS

Get smart this easy way. Do you wonder why some of the big boys have time to enjoy life — while you beat your --- ---- brains out? They never stop learning smart new angles from "the best in the business." Get smart and attend history's greatest sales convention.

NATIONAL FEDERATION OF SALES EXECUTIVES

CONVENTION • JUNE 2, 3, 4

IN LOS ANGELES

FEDERATION News

Published Monthly by the National Federation of Sales Executives.

Issue 35 | 334 Paul Brown Bldg., St. Louis, Missouri | April, 1947

CONVENTION REGISTRATIONS POURING IN FROM ALL OVER U. S. AND CANADA

ROY H. WARMEE NAMED MIDWEST REGIONAL HEAD



ROY H. WARMEE

Roy H. Warmee, Sales Promotion Manager, Minneapolis-Honeywell Regulator Company and President of the Sales Managers Association of Minneapolis, is the Federation's new Midwest Regional Director, A. T. Danielson, N. F. S. E. president, announced recently.

Mr. Warmee was named to the post after an extensive poll of all affiliated sales executives' clubs in the Midwest Region. He succeeds Leo B. O'Loughlin, who resigned because of a change in his business affiliations.

Before joining Minneapolis-Honeywell, Mr. Warmee was with the Koppers Company in Philadelphia, where he was a member of the

(Turn to next page, please)

Over 1500 Leading Sales Executives To Gather in Los Angeles, June 2, 3, 4

REGISTRATIONS are beginning to pour in from all over the United States and Canada for the Second Annual Distribution Congress and the Twelfth Annual Convention of the National Federation of Sales Executives, to be held in Los Angeles on June 2, 3 and 4.

Over 20 convention committees are currently working out the last details and putting on the finishing touches to plans for Selling's greatest conclave, which is expected to draw an attendance in excess of 1,500 top sales executives from every field of business endeavor.

Program details now being worked out will give visiting sales executives three full days devoted to serious consideration of the problems of today and the future in selling and sales management. More than a score of headline personalities from business and government will address delegates at this greatest conclave in sales history.

Keynoted to the theme "Sales Management in Action," the 1947 NFSE Convention will be dedicated to increasing the efficiency of Sales Direction and Salesmanship, meeting quickly-changing selling and distribution conditions, sharing with sales executives the experience of national business leaders and perpetuating the American system of free, competitive enterprise.

Every effort is being made to insure each convention guest the very maximum in comfort, convenience and Southern California hospitality. Interspersed with sound, practical sessions on modern selling and sales management will be many

(Turn to Page Three, Please)

NFSE Members Asked To Assist in Commerce Department Cost Study

Members of the National Federation of Sales Executives have been asked to cooperate in a nationwide study of distribution costs now being made by the U. S. Department of Commerce.

Designed to determine what firms in various lines are doing in distribution cost analysis, the study will make available their pooled experience to all business.

Members whose companies have conducted studies of this nature are urged to write C. H. Sevin, Distribution Cost Section, Marketing Division, U. S. Department of Commerce, Washington, D. C.

Danielson Urges Congressmen to Support Pending Distribution Census Legislation

SPEEDY approval of pending legislation authorizing a census of Manufacturers and Distribution was urged by President A. T. Danielson of the National Federation of Sales Executives in letters sent to all congressmen and senators.

Pointing out that the war years have caused great changes in the nation's economy, President Danielson told the congressmen and senators that "it is vital to get an accurate measure of these changes if business is to apply sound planning to the continuance of high levels of income and employment."

Two bills authorizing the census —S 554, introduced by Senator Albert Hawkes of New Jersey, and a companion measure, HR 1821, presented in the House by Repre-

(Turn to next page, please)

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Mitchell Heinemann—*Vice-President, Jantzen Knitting Mills, Portland, Oregon.*

CENSUS OF DISTRIBUTION

(Continued from page 1)

sentative Harold Hagen of Minnesota—are pending in Congress. The bills were introduced in both houses of Congress at the request of the United States Chamber of Commerce, the American Marketing Association and others.

"The Board of Directors of the National Federation of Sales Executives, acting on behalf of its entire membership of approximately 10,000 leading sales executives throughout the country and its affiliated clubs in 65 major cities, strongly endorses the pending census legislation and urges your unqualified support of this vital bill," President Danielson told the legislators.

"The Sales Executives of the country face the responsibility of disposing of the unprecedented volume of production which will sustain present high levels of employment and prosperity. The wheels of industry cannot be kept in high gear unless the distribution machinery furnishes the transmission power.

"We have had neither a census of Manufacturers nor Distribution since the figures for 1939, collected in 1940. Developments of the war years have caused changes of greater magnitude than those of any other era in American history. It is vital to get an accurate measure of these changes. Without these facts, sales management cannot function effectively and employment may suffer accordingly.

"Although we are sympathetic to the reduction of Federal expenditures, it would be false economy to rule out the well-considered census program which the pending legislation would authorize. The relatively small expenditures of taxpayers' money, which is involved, gives promise of return many times over by helping to sustain high income levels."

In letters sent to club affiliates, President Danielson also called upon them to go on record officially in favor of the census and to encourage their members to contact senators and congressmen urging favorable action on the census proposals.

Mobile Club Joins Federation Honor Roll

The Sales Executives Club of Mobile, Alabama, has voted to affiliate with the National Federation of Sales Executives on the full, 100 per cent executive basis. Addition of the Mobile organization brings the total of Federation executive clubs to 53.

A. L. Bell, of the Protective Life Insurance Company, Mobile, is President of the Mobile Sales Executives Club.

WARMEE

(Continued from page 1)

Philadelphia Sales Managers Association.

Mr. Warmee, as Midwest Regional Director, will represent the Federation in the states of Ohio, Indiana, Michigan, Illinois, Wisconsin, Missouri, Iowa, Minnesota, North and South Dakota, Nebraska and Kansas.



AND HOW

Hear the outstanding sales success stories — Hear the sales future prognosticated — Hear America's top sales executives—Enjoy So. Calif. hospitality.

NATIONAL FEDERATION OF SALES EXECUTIVES

CONVENTION • JUNE 2, 3, 4

IN LOS ANGELES







CONVENTION PLANNERS

In top circle—A. T. Danielson, N.F.S.E. president. *In upper square*—William B. Massie, convention vice-chairman; Danielson; Howard S. McKay, program chairman. *Center circle*—Mrs. William B. Massie, Ladies' Committee head. *Lower square*—R. H. Hixson, publicity committee chairman (standing). *Bottom circle*—John R. Christie, general convention chairman.

PLANNING SELLING'S GREATEST CONCLAVE

More than a score of high-power committees are busily planning history's greatest sales conclave in Los Angeles, June 2, 3 and 4. For the benefit of the record crowd of more than 1,500 sales executives expected to be on hand, these committees have slated top-ranking speakers, a constructive exchange session and loads of typical Southern California fun.

Sales Management Annual Award To Be Presented at Convention

ENTRIES are now being accepted for the Sales Management Annual Award to be presented at the NFSE Twelfth Annual Convention in Los Angeles on June 2, 3 and 4, it has been announced by Ray Bill, publisher of "Sales Management" Magazine, donors of the Award.

Each year since 1939, the Award has been presented at the Federation's annual convention to the sales executives club which has made the greatest contribution to Selling and Sales Management during the year.

Competition for the award is open to all clubs affiliated with the National Federation of Sales Executives. Entries should be mailed to Federation headquarters in St. Louis not later than May 25, 1947.

Last year's award, presented at the Convention in Chicago, was won by the Sales Executives Club of New York for their outstanding rehabilitation program for veterans. Honorable mention went to the Advertising and Sales Executives Club of Toronto, Canada.

President Danielson has announced the appointment of a five-man committee to judge the entries and handle the presentation. The men selected are: Andy Flanagan, Newark Evening News, Newark, N. J., chairman; Harry G. Hoffman, president of the Sales Managers Association of Milwaukee; Kinsey N. Merritt of Railway Express, former NFSE president; Dwight Thomas, vice-president, Gulf Brewing Company and president of the Houston Sales Executives Club; and Robert H. Hixson of Hixson-O'Donnell Advertising Agency, Los Angeles, convention publicity chairman. Each entry should be in the nature of a committee report, describing specifically what the club has done during a given year for the advancement of selling. It should be signed by a committee chairman, secretary or other club official.

Whenever possible, entries should be accompanied by exhibits which can either be bound into the report itself or filed separately as an exhibit to the report.

CONVENTION

(Continued from page 1)

opportunities for entertainment and fun.

Registrations are being arranged in cooperation with the Los Angeles Housing Bureau and the Census Bureau of the Los Angeles Chamber of Commerce, to guarantee adequate hotel space for all.

The Transportation Committee is making arrangements with all coast-bound railroads and airlines and has scheduled de luxe transportation within the Los Angeles area for convention visitors during their stay in Southern California.

Designed to suit the needs of company officials and top sales executives from all fields of business, the Convention will be open to both Federation members and non-members.

A special registration blank is printed on page six of this issue of **Federation News.** All inquiries concerning registrations, reservations or transportation should be addressed to Hugh Baumberger, Southern California Associated Newspapers, 510 S. Spring St., Los Angeles 13, California, or to Federation Headquarters in St. Louis.



Register Now for SELLING'S

MEAT-PACKED SESSIONS FOR SALES EXECUTIVES

Speakers on this year's Convention program will include nearly a score of top-ranking sales executives—men of recognized ability and accomplishment in the field of Selling. Typical of the men who will speak on the program are:

William E. Holler, former Chevrolet Motor Company sales chief, long known as "America's Number One Salesman," who will outline the expanding "Buyer's Market."

Burton Bigelow, dean of American sales and distribution consultants, who will instruct visiting sales executives in the latest sales training techniques.

Leo Cherne, executive secretary, Research Institute of America, who will present a "brass-tacks" analysis and prediction of future sales developments.

Neil C. Petree, president of Barker Brothers, Los Angeles, world's largest home furnishing store, with latest slants on the retail sales picture.

Don Francisco, vice-president of the J. Walter Thompson, who will project new avenues, techniques and methods which will characterize sales promotion in the future.

Those are just a few of the nearly a score of internationally known sales leaders who will give you the benefit of their vast experience at your Federation's convention.

No sales executives can afford to miss these sessions. Packed with plenty of "red meat," they will give you sound, practical selling ideas you can take home and apply to your own business.



ARTHUR H. MOTLEY



GENE FLACK



LEO CHERNE



BURTON BIGELOW



J. M. MOORE



NEIL PETREE



DON FRANCISCO



WILLIAM E. HOLLER

GREATEST CONCLAVE

and REAP THESE BENEFITS!

DON'T MISS
JUNE
2 - 3 - 4
in
LOS ANGELES

PRACTICAL INFORMATION FOR CLUB OFFICIALS

A highlight of this year's convention program will be the Annual Club Officials' Meeting, scheduled for Monday morning, June 2. This session will be a swift-paced meeting packed with valuable ideas and suggestions for all club officials.

Six of the country's foremost sales personalities will lead discussions on six different phases of club operation. From a poll of all clubs, which is now being taken, these discussion leaders will be able to tell you exactly what every club is doing on such subjects as program, committee activities, special events, organization and finance, civic activities and Federation liaison.

This session will give all club officials a summary and synthesis of the combined experience of every Federation-affiliated club in the country—a wealth of material he can use in his own club operation.

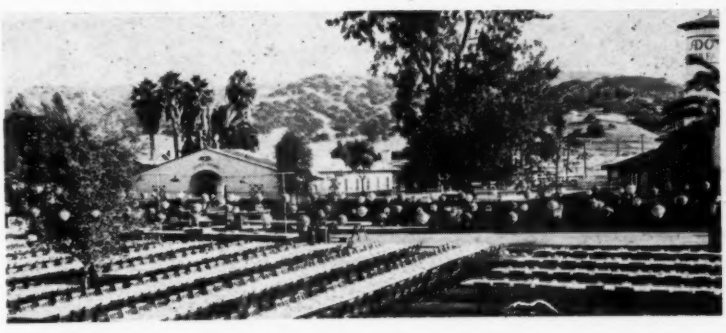
YOUR FEDERATION IN RETROSPECT

On Monday afternoon, following the formal opening of the Conference and the address by Convention keynoter, Neil Petree, the Federation's Managing Director, George A. Marklin, will give a dramatized review of the Federation's activities and accomplishments of the past year.

In graphic style, the presentation will cover all of your Federation's many and varied activities on behalf of its individual members, component clubs and Selling in general. It will tell you just what your national organization has done during the year to advance the cause of Selling and to act as Selling's spokesman in the highest councils of government and business. Don't miss this colorful review of your national organization's accomplishment.

A BIRD'S-EYE VIEW OF INTERNATIONAL COMMERCE

The necessity for developing a global outlook of Selling and the need of world-wide cooperation between sales managers of all nations will be highlighted at the International Panel slated for Tuesday morning, June 3, at the annual convention. A panel consisting of six outstanding sales leaders—two from the United States, two from Canada and two from Great Britain—will discuss international angles of Selling and of all business in general. Here's your chance to sit in on a sales panel on the international level!



A FEDERATION FORECAST FOR 1947

What's Ahead for Selling in 1947 and what the Federation plans to do about it will be presented on Wednesday afternoon, June 4, by Gene Flack, the Federation's vice-president. Genial Gene, the Sunshine Biscuit King, will project NFSE activities for the next year. Plank by plank, he will build the Federation's great new platform and tell you how you will benefit from each plank.

Flack's presentation will outline the aims and objectives of your national organization — it will prevue the many activities and functions the Federation plans to assume in the months to come and finally, tell you just what you, as a member can expect to get from the Federation during the next year.



ALL THIS ..... PLUS SUN AND FUN IN CALIFORNIA

Built right into the Convention program will be the most expansive entertainment program ever attended on a business conference. Set in the famed Southern California vacation-land, the Convention will give visiting sales executives an unexcelled opportunity for entertainment and fun.

For the men, there will be a gala cocktail party, a conducted tour of Hollywood, the San Fernando Valley and other California glamour spots, and a lavish Spanish-style barbecue.



For the ladies, there will be a tour of glamorous Hollywood and Beverly Hills, a cocktail party and luncheon at the exclusive Bel Air Bay Club and a special fashion show, staged by Hollywood's leading stylists. In addition, the ladies will be the sole participants on two network radio broadcasts.

To top off the entire program, there will be an elaborate dinner-dance in the world-famous Biltmore Bowl.

Mail This Coupon Today!

Hugh Baumberger, *Registration Chairman*
Southern California Associated Newspapers
510 S. Spring Street
Los Angeles 13, Calif.

I wouldn't miss this conference for anything. Please register me as follows:

NAME _____

ADDRESS _____ **CITY** _____

STATE _____ **CLUB (If Any)** _____

For Hotel Accommodations Write for Hotel Reservation Form

N. F. S. E. Members . . $45
Non-Members $50
Ladies' Complete Package $25

Checks must accompany your reservations

COMPLETE CONFERENCE PACKAGE

- **ALL EVENTS**
- **ALL LUNCHES**
- **ALL DINNERS**

Washington LETTER

Prepared for National Federation of Sales Executives by Business News Service

FEWER STATISTICS DUE

Main idea in Congress is to cut taxes and Government costs. This will mean fewer Government services; voluminous statistical work, for instance, will be reduced.

First definite clue along these lines is to be found in appropriations granted to the Labor Department. Labor Statistics were cut most; it will give up most but not all of its price indices. The country-wide cost-of-living index will be retained; the others are in doubt.

. . . . . .

MERGERS HIT

Although the supply situation has vastly improved, support by independent retailers is still strong for amendment to the Clayton Act, barring "monopolistic" mergers through purchases of assets as well as of controlling stock. In the House, hearings have started before the Judiciary Committee on H.R. 515.

Retailers complain of mail order competition, competition through factory outlets, etc. Complaints have shifted from being unable to get merchandise to being second best in finding customers.

The proposal arises because, under old Court decisions, the Clayton Act is interpreted to apply only to consolidations involving transfers of securities. Some Congressmen think that the FTC should try the Courts again, bringing in a new suit. FTC won't.

Meanwhile, FTC complains to Congress that the interpretation of the loophole prevents even prosecutions of mergers through stock-purchase. It cites efforts to prosecute such mergers; when it issues its complaint, the company revises the transaction from transfer of securities to one of assets, forcing dropping of the suit.

An FTC report to Congress, "The Present Trend of Corporate Mergers and Acquisitions", Senate Document No. 17, available from Government Printing Office, finds that the merger trend is greatest in food, textiles and apparel, chemicals, nonelectrical machinery, and transport equipment. It lists companies with most acquisitions, 1940-1946.

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MAIL COSTS MAY RISE

House Civil Service and Post Office Committee is considering increases all along the line, aside from 3¢ letter and air mail. Under current proposals postage costs will rise sharply on mail-order business, whether by post card or circular, on printed matter sent second class and on parcel post.

Proposed circular rate, for instance, is 1½¢ per piece; post card rate is raised from 1¢ to 2¢. Catalogs, booklets, on the other hand, are only 1¼¢ each. Increase eats especially into profitability of using self-stamped business reply cards.

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SHIPPING CHARGES

House is considering a good deal of legislation dealing with freight charges. One bill (HR 2324) limits to two years the period in which freight forwarders, motor and water carriers may sue shippers for undercharges, thereby letting companies clean out their files more frequently. A section of the same bill, giving shippers greater rights in suing forwarders for overcharges, is opposed by the forwarding agencies.

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USE OF DEMONSTRATORS

Long ago, Elizabeth Arden was enjoined from continuing its system of supplying demonstrators on the charge of violation of the Robinson-Patman Act, which requires "proportionately equal" terms to everybody. Upheld in Court, FTC started similar suits against the six majors in the industry.

The agreement of FTC to postpone the effective date of its Arden order from March 5 to May 5 may allow time to work out a rule on demonstrators. Arden complained that the term "proportionately equal" is pretty vague and that it can't figure out how to apply it.

(Turn to next page, please)

OUTLOOK ON CENSUS

The Senate Civil Service Committee handling the distribution census first favorably reported and then pulled back its bill. Sen. McCarran wants a hearing first on his own proposal to include a transportation service. In the House, the Committee wants more data on costs, which are being prepared.

Even if the bill authorizing the distribution check is enacted, which seems likely, the Bureau may not get the money. The Appropriations Committee in the House does not like statistics. The authorization, however, will enable the Bureau to do its present work more efficiently.

WASHINGTON LETTER

(Continued from page 7)

COMMISSION BROKERS

Manufacturers as well as buyers would be allowed to pay commission brokers under HR 2475, to be taken up by the Judiciary Committee. Federal Trade Commission now interprets the anti-bribery statutes as prohibiting resident buyers and other agents from taking pay from the manufacturer. The bill allows division of the commission charge by the opposed parties as long as it is not kept secret.

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SALES & OTHER TREND DATA

Census Bureau is now putting out some trend sheets covering developments in particular industries--sales volume, inventories, receivables, etc. Two, now published, are "Trends in the Electrical Goods Trade" and "Trends in the Drug Trade" which can be obtained from the Bureau. In writing, please mention NFSE and BNS.

The January figures, the last published so far, for electrical goods show wholesale volume 87 percent over last year compared with a general increase of only 29 percent. Inventories are going up and collections down--possibly by virtue of wider use of credit. The drug folder covers both wholesalers and retailers. Both give some geographic as well as product breakdown.

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FAMILY EMPLOYMENT

In "Employment Characteristics of Families in the United States, February, 1946, Series P-S, No. 20", available from the Bureau, Census estimates U. S. families at 37.9 million compared with 35 million in 1940. Estimated figure is broken down with respect to male or female head of family and for urban and rural population.

Bureau is getting up small pamphlets covering the labor force in selected cities. New York City, for instance, shows numbers over 14 years old at work, in school or keeping house. Another table divides the working population occupationally, professional, proprietors, clerical, craftsmen, domestic service, etc.

Similar tabulations, all part of the "P-LF Series", have been made for Chicago, Boston, Pittsburgh and other cities.

For sales executives whose products go to particular occupational groups, comparisons of proportions of those groups in different cities should be useful in selecting ad media, etc. Occupational analysis, however, is general, not finely differentiated.

The "P-SC Series", giving special censuses in particular cities now has numbers 217 and 218--final figures--covering Avalon, Washington and Renton, Washington. These compare present with 1940 populations, male and female, and are based on full, not sample counts.

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TABULATION ON HOUSING

Results of a special housing census are tabulated in "Summary Report of Veterans Housing Surveys Made From July, 1946, through September, 1946, Population: HVet-No. 103". In writing the Bureau for it, please mention NFSE and BNS. Several big cities like NYC and St. Louis are included. Tabulation includes percents of veterans who want to buy houses and middle prices they are able to pay. These, incidentally, are far below the present market.

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PRICE SHIFTS SEEN

Bureau of Foreign and Domestic Commerce forecasts, not so much a price decline this year, as "adjustment in the price structure" with prices moving both ways. In general, soft goods are spotted for declines and hard goods for rises. The study includes charts showing relationships of particular products to the price index for all commodities, thus indicating which are "out-of-line." Write the Bureau asking for "Release No. 614", mentioning NFSE and BNS.

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INVENTORY CREDIT

Figures currently published by the Federal Reserve Board show that the rise in inventories through the past year has been accompanied by expanding bank loans and instalment credit. Although the over-all situation is still highly liquid, inventories and receivables in particular lines are carried on what banking authorities consider a disproportionate volume of credit. From time to time, bank examiners will warn banks on extending credit in particular fields. At present, the greatest worry is real estate but there are other odd lines.

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INSTALMENT SALES

The Reserve Board has issued new and important reinterpretations of Regulation W, covering instalment sales. Write the Board asking for its March 25 release on "Interpretations of Regulation W", mentioning NFSE and BNS.

Among points:

1. Kitchen cabinets no longer are subject to the rules as to down payments, loan value, etc., covering furniture.
2. The Board has defined "sets", i.e., groups of articles which can be sold as though one. It includes bedroom and living-room suites. On the other hand, it does not include various furnishing items which the industry is trying to market in single units on "color harmony" sales talks.
3. Published rulings dealing with particular situations or products are listed for reference.

FEDERATION News

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NEW NFSE PLATFORM OF PROGRESS PRESENTED AT ANNUAL CONVENTION

A PLATFORM OF PROGRESS

Following are highlights of a new platform of progress presented at the Annual Convention of the National Federation of Sales Executives, by Chairman Gene Flack of the Objectives Committee.

1. Selling the importance of Selling to top management, government, the farmer, labor, school children and every last citizen in the country.
2. Selling Selling as a Career through the promotion of sales training courses throughout the nation and by a comprehensive campaign to interest young people in entering the sales field.
3. Collaboration with the National Distribution Council in its many activities to define "Distribution," establish distribution indices and other major projects.
4. Cooperation with the Government to insure Selling's voice being heard in the halls of government whenever and wherever measures affecting Selling are under consideration.
5. Meeting the challenge of the trend toward unionization of salesmen by promotion of the Federation's Creed of Standards and by informing labor leaders of the salesmen's true place in business.
6. Development of an index of literature on Selling.
7. Development of a catalogue of all motion pictures and slide films available on various aspects of Selling.
8. Preparation of a comprehensive, national study of Salesmen's Compensation.
9. Creation of a committee to make a thorough survey of the educational backgrounds of sales managers as an aid to determining curricula for sales courses in schools and colleges.
10. Appointment of a committee to make a complete study of club committee procedure and organization as a guide to all affiliated clubs.
11. Formation of a Travel Committee to probe the possibility of closer cooperation and more favorable consideration to salesmen by hotels and transportation agencies.
12. Promotion of more and better regional Conferences among the Federation's affiliated clubs throughout the nation.
13. Close cooperation with the Junior Achievement program in teaching youth the American methods of selling and business.
14. Collaboration with the Committee for Economic Development in proving the superiority of the American system to alien "isms."
15. Sponsoring the organization of Community Welfare Committees whose duty it is to evaluate various local civic enterprises and then throw teams of workers from Sales Executives Clubs behind those projects considered most vital.

GENE FLACK LISTS 15 TOP ACTIVITIES FOR COMING YEAR



A 15-POINT "Platform of Progress" to be undertaken by the National Federation of Sales Executives during the coming year was outlined by Gene Flack, Advertising Manager and Trade Relations Counsel of the Loose-Wiles Biscuit Company of New York, and new president of the Federation, at the organization's annual convention in Los Angeles on June 2 to 4.

Flack and I. C. Parker, of Fort Worth, Tex., another vice-president, headed an Objectives Committee which made a comprehensive study of the present activities of the organization and ways and means of gearing it to the present demands of selling. The study was made at the request of retiring president A. T. Danielson of Los Angeles.

Topping the list of activities which the committee recommended be undertaken by the Federation was a proposal to sell "the importance of selling."

"Selling," the committee held, was the "dynamo that keeps the wheels of industry and commerce turning. There could be no 'free enterprise' system without it. So in selling to any and all the importance of this profession—this motivating force in our economic machinery—we are aggressively bulwarking the American way of life against attacks from without or within."

Flack recommended that each

(Turn to next page, please)

FEDERATION NEWS
Published by
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334 Paul Brown Bldg., St. Louis, Missouri

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NEW PLATFORM

(Continued from page 1)

affiliated sales executives club in the country organize speaker's bureaus, the members of which would speak before all civic and commercial organizations on this subject. He added that an outline of facts to be used in presenting such a message is now being prepared for these bureaus.

Asserting that "if we are to meet the challenge of the biggest selling job of all time—sell the greatest volume of peacetime production in American history—we are going to need millions of new and even better salesmen," the Committee listed "Selling selling as a career" as plank No. 2 in its new platform.

Among activities to be undertaken by the Selling as a Career Committees, the Committee suggested establishment of sales training courses in schools, colleges and universities, addresses before school assemblies on the subject of selling as a career, distribution of the new United States Department of Commerce booklet entitled "Opportunities in Selling," and essay contests for students.

A third and most vital plank is "Collaboration with the National Distribution Council." Created by the U. S. Commerce Department on the suggestion of NFSE, the National Distribution Council embraces in its membership official representatives of every organization in the distribution field. The Committee held that the Federation is equipped to be the activating body of the Council and can render a great service to the other distribution agencies and to all NFSE members by working more closely with them through the NDC clearing house.

Declaring that "Hereafter the voice of Selling must be heard in the halls of government whenever and wherever measures affecting its interests are under consideration," the Committee devoted Plank No. 4 to "Government Collaboration."

Among the proposals affecting Selling in which the Federation's Voice must be heard are: reduced distribution costs, grade labelling, highway barriers, selling codes, a distribution census and the consumer movement.

"Unionization of Salesmen" was the subject of the fifth plank in the new platform. To meet the threat of unionization that is hanging over Selling's head everywhere, Flack proposed two major counter-measures. The first is the "Creed of Standards," developed by NFSE. If the sales managers of the country would adopt and apply the principles in this Creed, the Committee held, "much would be done to eliminate the factors of friction between management and salesmen—which furnish fodder for the fires of the union organizer."

"One of the hottest matters at the moment," Flack declared, is Salesmen's Compensation, which forms the basis of the next plank, calling for a comprehensive, national study of this important subject. A corollary to this subject is a suggested study of salesmen's contracts.

Formation of a committee to make a survey of the educational backgrounds of sales managers as an aid to the development of sales training curricula will also be one of the Federation's major activities during the coming year.

Another important activity to be undertaken is the organization of a national group to study club committee procedure and to furnish all club chairmen with "job analyses" and lists of "do's" and "don'ts" in their particular assignments.

Formation of a Hotel Committee to investigate the possibility of preferred consideration for salesmen from the nation's hotels and promotion of more and better regional conferences among affiliated clubs are two more important planks in the platform. Another plank calls for close cooperation with the Junior Achievement program in order to give more young people a better understanding of selling.

THREE CANADIAN CLUBS AFFILIATE WITH FEDERATION

THREE newly formed Canadian sales executives clubs have joined the Federation on the full executive basis, to bring the total of NFSE clubs in Canada to six.

The new organizations voting to affiliate with the Federation are: The Sales and Advertising Division of the Vancouver, British Columbia, Board of Trade, the Sales Managers' Section of the Advertising and Sales Club of Hamilton, Ontario, and the Sales Executives' Club of Kitchener-Waterloo in Ontario.

Speech of the Month

"SALES LEADERSHIP"

Excerpts from an address by BEN L. WELLS, of Ben L. Wells & Company, Los Angeles Sales and Leadership Training Consultants, before the San Francisco Sales Managers Association.

THE signals of returning competition are in the air. Large merchandising chains have given orders to clear out inventories, as they can be replaced at a price lower than cost. Shoddy merchandise is going begging. It is possible to get a seat in a restaurant for luncheon before dinner time. Scotch can be purchased for $5.85 a fifth—provided an equal amount of blackberry cordial is purchased on a tie-in sale. No, competition is not back in full force, but we are all certain that it is just around the corner.

The return to competition will bring some serious problems to salesmen and to salesmanagers. You are coping with some of these now, such as new products, new markets, new customer demands, and new competition. These are all fairly tangible and methods of solving these problems have been fairly well worked out.

There is another problem that is present in full force that is not so tangible. It is the changed mental and emotional attitudes of both salesmen and salesmanagers. All of us will have to remove the long woolen underwear we have woven around ourselves during this period of worse than stalemate.

We believe that one of the best tonics for this "return of spring" competition is a refresher course in methods of dealing with people. We have been asked to present a comparatively new approach to this problem of the salesmanager and the salesman—to give you some points that you can sink your teeth into and start using tomorrow.

What is a common denominator of the problems of a salesmanager? Is this common fact not one of dealing with people? Practically every move a salesmanager makes is in dealing with people. It is obvious that he must deal with salesmen and customers. He must exert an influence upon the chief engineer of his company to make improvements in the design of his product. There is a continual problem with the production department in deliveries.

The jobs of both sales executives and sales people reduce to the matter of "influencing other people to do the things these people want done." The sales executive wants the salesmen to sell more high profit merchandise on the proper basis. He wants the engineer to design better products; he must influence the production department to produce this good product in the proper amount and quality; he must get the credit manager to approve credits, etc. The salesman, must, of course, influence the customer to buy on the proper basis.

What is the fundamental principle, in dealing with people, that will increase our chances of getting them to do what we want them to do?

We will increase our chances of getting people to do what we want them to do, if we handle them each according to his own disposition or temperament. We handle a stubborn person one way, while we influence a shy person in an entirely different manner. Let me give an example of the manner in which salesmanagers lost sight of this very important principle. A salesmanager will go out personally on a big deal, and he will probably close it because he handles the customer according to the customer's disposition.

This same salesmanager will hold a sales meeting. Suppose he gets sore at one of the salesmen. Then he loses his temper, and bawls out the entire sales force. According to whose disposition is the salesmanager then operating? According to his own, of course. And we will all agree that he reduces his effectiveness in handling his sales force by such tactics.

Here is another example of the value and necessity of handling people according to their own particular disposition and temperament. A salesmanager may have one salesman who is impulsive. It may be necessary to hold that salesman back to keep him on the reservation.

Then he may have another salesman who is moody, depressed, pessimistic, and hard to get started. The salesmanager may need to give that salesman a shove. In order to get the most out of these two salesmen, it has been necessary to handle them in entirely different manners. The guiding principle, is, of course, to handle each person according to his individual temperament.

If a salesmanager is going to get the most out of his salesmen, he must not only be a good judge of temperament, but he must also be able to tell when the temperament changes. We are going to present the highlights of a method a salesmanager can use to determine rapidly, and with considerable accuracy the disposition or temperament of an individual. The problem can be reduced to five types of people: stubborn, impulsive, moody, shy and selfish. Everyone has some of all those qualities, but everyone usually has one trait he uses more than the other. This is known as his predominant trait, and is the clue to dealing with him. We can tell the predominant trait by observing his actions. Having determined the predominant trait, there are

(*Turn to page 6, please*)

FEDERATION News

REEL



CONVENTION PLANNERS

Master-minds of the 1947 Convention. Standing: R. M. Hixon, publicity; Bernard Harris, Los Angeles attendance; L. C. Sorensen, properties; C. C. Nigg, fellowship; H. B. Baumberger, registration. Sitting: H. A. Bedeau, attendance; Benjamin Chaffey, finances; J. R. Christie, Convention chairman; A. T. Danielson, NFSE president; G. J. Holmquist, programs; H. S. Wakefield, refreshments.



ROCHESTER HEADLINERS

At right are members of the Executive Committee for the recent Eastern Regional NFSE Conference. From left to right: Victor A. Noel, president, Rochester Sales Executives Club; W. Bayard McCoy, program chairman, and Merrell M. Dubois, general conference chairman. In the circle is the featured conference speaker, Beardsley Ruml, president of the Board, R. H. Macy & Co., and internationally famous economist, lecturer and author.



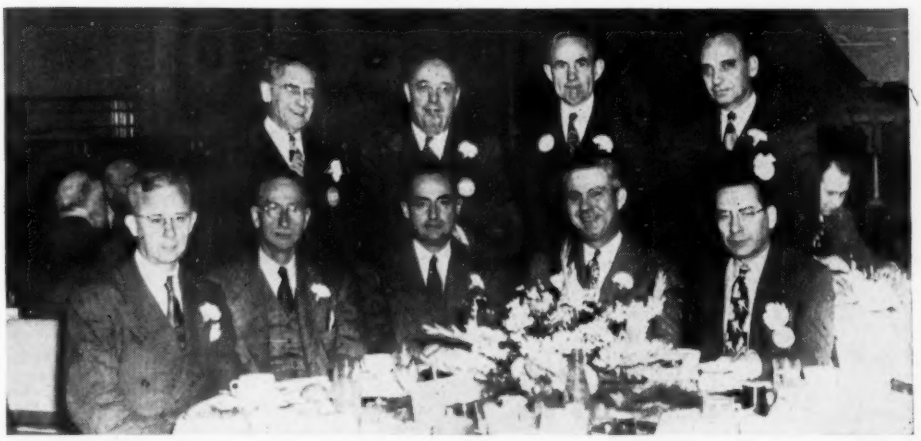


JAM SESSION

Going Deep in the Heart of Texas to strum up delegates for the NFSE Convention, President A. T. Danielson is shown at left in an impromptu musicale with members of the Fort Worth Sales Executives Club at the big Western barbecue which followed the 16th Annual Southwestern Sales Executives Conference at Fort Worth.

PAST PREXIES

Nine past presidents of the Cincinnati Sales Executives gathered at a recent meeting of the Cincinnati club. Standing, from left to right: Jesse M. Joseph, head man in 1937; Wayne P. Westfall, '41; E. E. Kirkpatrick, '39; Norman A. Ruston, '45. Seated, left to right: George Service, '36; P. A. Johnston, '35; Clifton B. Gleaves, '44; John W. Evans, '43; Charles W. Staab, '42.





MODEL PROGRAM

Lovely models parade at left for members of the New Orleans Sales Executives Council at a recent fashion show sponsored by the Council in order to illustrate the selling technique employed in fashion merchandising.

ROUND TABLE

Below is shown the unusual Northwestern Mutual Life Insurance Company round table presentation in action. Pictured at the Milwaukee Sales Managers' Association, where "Basic Steps in Selling" were outlined, are, left to right: Earl G. Van Holten, treasurer, Milwaukee Club; Harold Gardiner, educational director, Northwestern Mutual; Larry Evans, assistant director of agencies, Northwestern; Harry Little, editor of Sales Management Service, Dartnell Corp.; Harry G. Hoffman, president, Milwaukee Club; Grant Hill, vice-president, Northwestern; Ray Dolwick, assistant director of agencies, and Math T. Lauer, vice-president, Milwaukee Club.



SPEECH OF THE MONTH

(Continued from Page 3)

certain things that usually work with each type.

For several years prior to the war, our organization was mainly concerned with training salesmen and supervisors. Methods were developed which obtained enthusiastic cooperation from most of the participants in trying out new ideas in handling people, and in otherwise increasing their productivity.

This was done by contacting each person in the training program, in between the meetings, to encourage him to apply some point from the meeting in his own work. Considerable initiative was developed, which led us into discussions with sales managers and superintendents about the progress of members of the group.

In one of these progress discussions, a salesmanager stated that he was disappointed with the failure of one of his salesmen to follow through with not only worth-while projects, but with his prospects.

He stated that the salesman was one of the best he had when he did follow through. He knew his product, he knew how to sell, but he only did an average job because he was distractible and jumped around too much. The salesmanager stated that he could be an ace salesman if he would only learn to stay on the beam.

Our training man decided to see if he could find a way to get this salesman to change this habit of distractibility. If he could do so, the salesmanager's strain would be removed, and he would have the benefit of a top-flight salesman.

STEP No. 1 in helping this salesman correct his bad work habit was to get him to admit his weakness. If possible, it would be better to do so without a direct accusation. The training man got the salesman to admit the fault by asking, casually, about some of the projects and prospects on which the salesman had started. After it was necessary to state, two or three times, that he had done nothing about them, the salesman exploded with the statement, "I guess I do not follow through on anything."

STEP No. 2 was to get the salesman to admit the consequence of the fault to himself. The training man drew a sketch of the way the salesman operated in order to show him the effect of the fault upon himself. He first gave the salesman credit for his vision and initiative. He showed him how, standing at "A" he saw something that should be done at "B". Although he immediately started towards "B", he never got there, because he would see something at "C" and be deflected. Before he reached "C", he was deflected to "D", and so on.

The salesman readily admitted that this was a good picture of his working habits. He was not resentful, because the pointing out of his fault had not hurt his feelings.

When the training man asked the salesman what would happen to him if he continued to work in this manner, there was only one answer. The salesman had to say that he would never get anywhere.

STEP No. 3 is the solution. In trying to correct the fault of a subordinate, a leader is likely to give the solution without showing the subordinate the need for the solution. It is just like trying to make a sale without arousing interest and desire for the product.

In presenting the solution, two points should be considered:

FIRST, the salesman should be shown that it is a "standard" fault; that others have had and corrected the same difficulty. This will debunk his feeling of uniqueness and give him an example of the success of others in doing the same thing.

SECOND, the solution should be easy, and should be started IMMEDIATELY. Before he left the salesman, the training man helped him work out a list of projects and prospects in a blank book, arrange them in order of importance, and develop a time schedule for completion.

About two months later, the sales manager told the training man that this salesman was following thru and had corrected the fault. He wanted to know what the training man had said to the salesman. The training man explained the steps to the sales manager.

The sales manager said he wanted to learn how to talk to salesmen so that they would improve their work habits. After the training man had shown the sales manager how to correct a fault in a salesman, he was so enthusiastic that he began to talk to other executives in the company. All of them had the same problem.

The training man then began to spend part of his time with executives who wanted to develop their skill in changing the work habits of their subordinates. This was the beginning of our training program for executives. It has been taken by hundreds of executives and supervisors in all types of work. It is basic and applies to anyone who wants to increase his skill in handling people.

This program has been adapted to salesmen by eliminating the part about changing habits of subordinates. This leaves methods of judging people, how to handle different types of people, and how to change our own dispositions.

The solution of the problem of "failure to follow thru" was just the start. Over a period of years, all the problems a leader has with his subordinates, his associates, his own leader, and in his outside contacts were studied. This includes the relationships with a salesman and his customer. It was found that there are approximately 70 basic problems which every person, who is trying to influence someone else, must meet. These 70 problems were recorded, together with arguments and sketches to be used in dealing with people, either to get them to change a habit or to act.

After these 70 problems were recorded, the actions of several hundred good leaders and salesmen were studied to see how they handled each of these 70 situations. The uniformity of the good leaders in handling each of these 70 situations was remarkable. The same was done with the actions of poor leaders and salesmen. Again, there was a remarkable uniformity. The methods of the good and poor leaders and salesmen were recorded.

The fundamental principle of this program is simple. Every leader and salesman knows it. People will produce more if they are handled according to their own disposition or temperment, than if they are handled as a herd. In order to obtain the full value from the application of this principle a person must (1) have a rapid and accurate method of judging people (2) be able to change the habits of those people for whom he is responsible (3) be able to handle others according to their disposition without attempting to change their habits, and finally (4) develop his own temperment so that it is most effective for the work he has to do.

Washington LETTER

Prepared for National Federation of Sales Executives by Business News Service

PRICE DRIVE

Administration's drive to persuade business to cut prices has gotten substantial newspaper, radio and trade support and will get more. It is the issue which draws most questions at the President's press conferences. But Administration economists are far from confident. When questioned they admit uncertainty on such points as these:

1. Many key prices, from the brute market point-of-view, are too low in the sense that companies still must ration their products. Hence, further cuts in these basic products might simply lead to resales in the "grey" market, to the appearance of more middle-men taking advantage of offered prices and what buyers will pay. They would make trouble for the sales executive who must keep his customers satisfied.

2. Administration has no idea how much prices could be reduced without causing deficits and a crack. Costs have increased since OPA days; few contend that prices could be contracted to June, 1946, levels.

3. The current boom seems to have been caused, in part, by high company investment, some of which may have been attracted by high profit margins. To that extent, price cuts might cause depression. However, Secretary Harriman pointed out at a press conference that most investment is based on long-term prospects, not immediate profits, and that export trade, housing construction, etc., seem to be awaiting lower prices.

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COMMUNITY SALES

The Justice Department does not want to prosecute community retailers who decide to cut prices by specified percentages. Like the rest of the Administration, it wants price cuts. But the lawyers don't absolutely guarantee immunity:

1. Even though the Department did not prosecute, a retailer who failed to cut might bring triple damage suits based on alleged damage to his own business.

2. An agreement to cut cooperatively by, say, 10 percent in order to promote everybody's business might disguise a deeper pact not to cut competively by 15 or 20 percent.

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NO "AGREEMENTS"

The leading case (U. S. vs. Socony Vacuum, page 150, 310 U. S. Reports) rules that price agreements are illegal—period. However salutary the effects of the agreements may be simply does not matter. Price cutting must be considered in this light.

Community retailers who cut must not "agree" to do so. If somebody proposes a 10 percent cut and individual storekeepers simply follow along, no agreement need have been made. But they should not get together, with one offering to cut if, and only if, the others do.

As to other forms of cooperation to cut prices, here are the horseback departmental opinions:

1. Distributors joining hands to boycott suppliers or products whose prices seem too high can be sued.

2. Last year, the Department won its case against the tobacco companies with respect to low bids for leaf. Collusion by fabricators in bidding for farm, mining or other materials would be prosecuted.

3. Companies individually may refuse to sell to distributors who resell raw materials in the "grey market", who charge more than advertised prices, etc. However, they may not swap names creating a blacklist.

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EXECUTIVE PAY

Congressional leaders have asked the Treasury to review a ruling which eliminated a method of incentive compensation for executives once in common use. Because the Administration is afraid of Congress and because the Treasury, on its own account, is interested in incentive ideas,

BUSINESS CENSUS

Chances for a business census get continually slimmer. The authority for one, including some figures on transportation in which the Census Bureau is not interested, was reported in the Senate and probably will be in the House as well. But the House Appropriations Committee was expected to refuse the money, not only for this, but for usual census figures as well. Rep. Taber is not sold on the need for census figures.

The Senate bill provides five-year counts for manufacturers, mines, distributors, service industry, with the first to be taken next year, covering this.

review might bring happy results for executives.

A Treasury order ruled out giving executives options to buy company stock at prices below market. If they exercise the options, the difference between market and option prices, as of the date of exercise, is taxed as personal income.

The order originated in part because of a few cases of abuse, which angered stockholders. It may be possible to avoid these without clamping down on incentive schemes altogether, interested Congressmen think.

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TAXES OF CO-OPS

Sometime this month, the House Ways and Means Committee expects to look into taxation of co-ops. The agenda calls for revision of the "tax code", which is a matter for tax lawyers, but substantial legislation sometimes is handled in code revisions. Chairman Knutson is reported to have told co-op spokesmen that neither himself nor the committee is committed on the question.

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KICKS ON TARIFF

As brought out in House Ways and Means Committee hearings, chief complaint aginst tariff negotiations is that industries are not definitely informed what State Department has in mind for their products.

In this connection, however, it is well known that State intends primarily to negotiate lower tariffs on handicraft products such as furniture, fine linens, pottery, etc. This prospect may tempt distributors, now buying domestic, to lower their far-dated orders with the purpose of accumulating cash or credit in order to take advantage of coming cuts in duties.

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FARM PROGRAM

Working with the Department of Agriculture and farm groups, the House Agriculture Committee has started working out a permanent farm program. It will probably include permanent supports and allow area market agreements under which minimum prices are sanctioned. Agriculture is working out new parity prices with an eye to permanent supports.

A bill reported by the House Agriculture Committee (HR 1237) allows manufacturers of insecticides to print instructions for use on other places than the label and to use popular instead of technical names for chemicals.

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COSMETIC CODE

Supreme Court has refused to review the case against Elizabeth Arden, entailing alleged violation of the Robinson-Patman Act with respect to sending demonstrators to stores. Meanwhile, with all of the majors in the industry facing like indictments, FTC is working up a fair practice code. Hearings open in New York City, May 12.

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FTC APPEALS

The Commission has filed with the Supreme Court for a review of the important cement decision. FTC had lost the case in the Chicago court, which considered that evidence failed to prove violations. Commission's citation of Worthmore Sales Co., which offers punch cards to retailers, was allowed to stand by the Federal Court. Non-buying retailers had complained that the punch cards pushed the trade of Worthmore's customers.

The liquor retailers are adjusting themselves to an FTC citation claiming price fixing, boycotts of manufacturers who sold to outsiders, etc. Some of the counts would have been cancelled had the stores been coverd by State fair-trade laws allowed by the Miller Tydings Act.

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WAREHOUSE CONTROL

Food and Drug Administration lost an important court case under which it may not seize goods in terminal warehouses—an operation covering about 20 per cent of its activity. It has asked Congress to broaden its authority to cover not only interstate commerce but also goods "held for sale after shipment in interstate commerce."

Such phrases become fashionable. If the Act is passed, it may lead to broadening of Governmental powers in other fields, particularly since Courts sometimes hold terminal warehouses outside the Federal realm.

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U. S. PRICE PEG

U. S. Commercial Co., an RFC subsidiary, warrants to buyers of Japanese silk that it will observe minimum prices in the New York area through the rest of the year. It is not following Administration's recommendations to private industry. U.S.C.C. also is admitting cotton piece goods from Japan for finishing and re-export.

SELLING COSTS

Charles H. Sevin, Cost Distribution Division, Commerce Department, wants information from sales executives on (a) what they are doing to determine their distribution costs and (b) how they use the knowledge after they have it.

Methods for figuring costs are outlined, incidentally, in a Department manual, "Distribution Costs Analysis", available from U. S. Government Printing Office at 15¢.

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